EMOTIONAL INTELLIGENCE

THE MOST COMPLETE BLUEPRINT TO DEVELOP AND BOOST YOUR EQ. IMPROVE YOUR SOCIAL SKILLS, EMOTIONAL AGILITY AND DISCOVER WHY IT CAN MATTER MORE THAN IQ. (EQ MASTERY 2.0)

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INTRODUCTION

Intelligence is a subject that has received a great deal of attention in recent decades as our views about the skills that are necessary for human beings to survive change. Humans are social animals, which means that how well we are able to understand one another and interact with each other is an essential component of our success or failure as people. Indeed, our ability as individuals to understand other people emotionally has come to be regarded as a critical part of our intellectual capacity. This is where emotional intelligence comes into play.

Interest in emotional intelligence has increased recently as many men and women realize that this is an aspect of intelligence that has traditionally been ignored. Intelligence was long thought of as a quality that could be measured by tests that sought to determine proficiency in math, science, or general knowledge. Intelligence was something that was important to measure because it was believed to be something that could help separate people into groups based on this capacity, not to mention that it was seen as an important predictor of success.

We still measure intelligence capability with tests (or try to), but now that the world of emotional intelligence has unfolded, our very understanding of this capacity for knowledge has changed. Emotional intelligence, and an understanding of it, allows human beings to be conscious of how critical our interactions with each other are as individuals and as a species. Demonstrating this type of intelligence can make the difference in

maintaining positive relationships, success in a career, and in living a life that is happy and full.

An important part of emotional intelligence is being in touch with your emotions, but this intelligence capacity is so much more than that. Indeed, an essential aspect of the very idea of emotional intelligence is the fact that it is about interactions. Traditional models of intelligence paid no attention to interaction as a part of intellectual capacity. This oversight has led to a great deal of interest about emotional intelligence as researchers in the social sciences, and other fields attempt to gain a better understanding of just what role emotional intelligence, and the related empathy, play in human life.

It is amazing to think that science has ignored the importance of human connection to a happy, successful life for so long, but the studies of emotional intelligence that have taken place in the last several decades have provided a wealth of knowledge that you can use to live a fuller, more satisfying life. Emotional intelligence has been studied so fully that tests that attempt to measure this type of capacity have been developed, and the concept of emotional quotient, or EQ, has emerged as the emotional equivalent of IQ, or intelligence quotient.

But what is emotional intelligence? It may be natural to suppose that this emotional capacity hinges on an understanding of one’s own emotional state; however, this type of definition does not recognize the complexities that underlie human feelings and interactions. Recognizing one’s own emotions may be the first step in developing emotional intellectual skills, but as you will see as you read further, being able to perceive and even experience the subjective emotions of others allows the basic emotional self-awareness to be transformed into a real, human ability, one that is very

old and very powerful. This ability to connect with others on an emotional level may be one of the keys to the endurance of the human race over the centuries and also our ability to engage in a complex social life.

Emotional intelligence is the ability to recognize our own feelings as well as the feelings of others, to distinguish between different feelings, and to utilize our feelings in our interactions with others. Although much of the study of emotional intelligence has sought to establish this concept with equality to traditional ideas of intelligence, the recognition of feelings and empathy as important parts of intelligence represents a shift in the way that science has approached the idea of intellectual capacity. This recognition may in part be due to the recognition by science that traditional paradigms of intelligence actually harmed the study of intelligence by neglecting the role that interactions play in successful life as a human being.

In *Emotional Intelligence: The Most Complete Blueprint To Developing And Boosting Your Eq* you will learn what science has discovered about this important intellectual capacity so that you can change your life in dramatic ways. One of the more important aspects of emotional intelligence perhaps is that it is a skill that can be learned and honed to efface great changes. Because emotions and an understanding of them are so critical to interactions with other people, gaining this type of knowledge and training can lead to dramatically improved outcomes, perhaps more so than training other types of intelligence.

The first step to gaining the skills that you need to create powerful change in your life is to learn what intelligence is, how it is different from other types of intelligence, and how it can be categorized as a means of better understanding. In the first chapter, you will gain a working definition of emotional intelligence that takes stock of how knowledge of this idea has

grown while also recognizing that we still have much to learn. Emotional quotient (EQ) will be explained as will how this quality is measured.

In the second chapter, you will take a journey through the development of emotional intelligence, learning the history of the study of this concept. Originally mentioned in an article in the 1960s, emotional intelligence, and its study has flowered through the years as many of the greatest minds in social science attempt to quantify this quality that is now receiving its proper due as one of the most important aspects of intelligence. Of course, as the world of feeling renders emotional intelligence different stuff from traditional forms of intelligence, there will always be a measure of this quality that eludes quantification, but the tests that have been developed to measure it will be described.

It is not always easy for us to recognize how important understanding the emotions of others (and our own) is, which can lead to unnecessary strain in relationships at work and home. The truth is that all of our relationships and interactions have a component of feeling, making the understanding of emotional intelligence critical to positive interactions. Indeed, to a lack of understanding of the significance of emotions can be attributed the trials of individuals who may feel that their life path has not fully aligned with their skills. In the third chapter, you will gain knowledge of why developing emotional, intellectual skills is so important as a key step to learning how you can use these skills to make changes in your life.

Because human beings are social animals and we spend much of our time in group settings, the benefits of learning about emotional intelligence and using these skills in our life, extend beyond personal advantages to ourselves, important as these may be. Human beings functioning in a group can benefit from the emotional intelligence skills of the members of that

group. These benefits include team building skills, social skills, leadership skills, and conversation skills. The man advantages to be gained from honing emotional knowledge will be explored in the fourth chapter.

Empathy is a concept often mentioned but less often understood. Most people recognize the importance of being sympathetic, and this is often confused with empathy. Empathy involves not only understanding the emotions of others deeply, but it involves sharing those emotions. This means experiencing the subjective feelings of others, a capacity that is uniquely human and a very important part of emotional intelligence. There is a lot to the subject of empathy, a subject that will be explored fully in the fifth chapter. The goal is that the reader not only recognizes the key role that empathy plays in emotional intelligence but develops the skills needed to have empathy and infuse this quality into all of their relationships.

Training your own emotional, intellectual skills is key to success in relationships of all kind. Emotional understanding, and the actions and words that stem from it, allow you to connect with others uniquely and powerfully. In the sixth chapter, you will learn how emotional intelligence is critical to all relationships, and how your previous relationships may have suffered because these important skills were not being put to good use. From friendships to familial relationships and romantic relationships, honing empathy, and other aspects of emotional intelligence is key to getting the most out of your relationships.

Learning about emotional intelligence is the first step to being more fulfilled in your life, but you would not get very far if your foray into this subject ceased merely with knowledge. If you are like most people, you need to learn the skills that it takes to infuse emotional intelligence into your life. These skills will allow you to improve the emotional intelligence

capacity that was sleeping inside of you. In the seventh chapter, you will come to know the practical steps that any man or woman can use to change their life with emotional intelligence. These skills allow you to take the knowledge that you have learned and to make practical changes in your life. Getting better at using your native emotional intelligence is a lifetime process, and your journey begins here by improving the concrete skills of recognizing emotion and using this power effectively.

The exploration of the practical skills of emotional intelligence continues in the eighth chapter. Once you have begun the process of improving your own native skills, you can embark on the odyssey of expanding your emotional skill set into uncharted waters. From using emotional skills in the workplace to putting these skills to good use in a relationship, here, you will learn how to apply new skills of emotional intelligence to your life. Your goal is to have better friendships, a better home life, more success at work and in the world, and emotional intelligence is your key to all of this. You just need to learn the necessary skills.

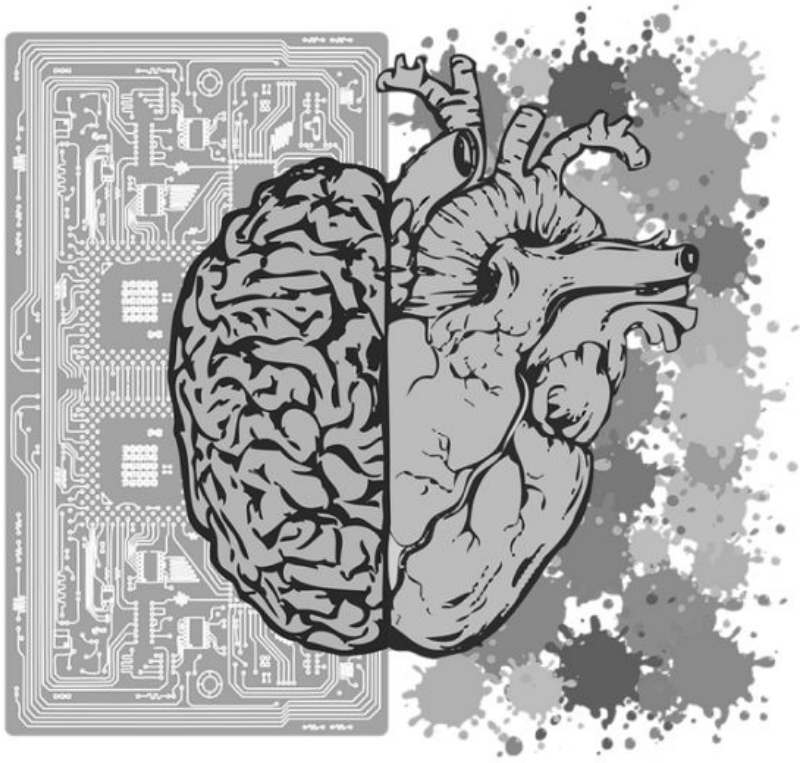
Some learn better by being given all of the facts. There is much to know about emotional intelligence. Indeed, a single author can write several books on the subject, and many have. Once you have embarked on the journey of developing better emotional intelligence skills, you will see how easy it is to change your life. It can be an addiction, this process of using something so simple and ever-present as feeling to improve our interactions with others and be happier. Because emotional intelligence becomes a process that you learn and mold to your own behavior, learning the ins and outs of the subject provides you with the tools that you need to navigate this world on your own. In the ninth chapter, we allow you to start this process

of emotional self-discovery and skill development by giving you all the facts you ever wanted to know about emotional intelligence.

You are capable of experiencing the world in powerful ways as part of your native ability to feel. You can feel the happiness and sadness of others, and you can experience the happiness that comes from deeply connecting with others. The joy that comes from living a life filled with feeling and sensitivity begins with an exploration of the broad world of emotional knowledge. Once you have passed the threshold into this world, you will find that life can be somewhat different (and better) than you imagined. Coming to see life in a new way begins with understanding just what this emotional intelligence business is all about.

- Chapter 1 -

What Is Emotional Intelligence?



Human beings have adapted many different behavioral patterns that distinguish us from other members of the animal kingdom. Although there are indeed many aspects of human behavior that share commonalities with other animals, there are features of our species that mark us out as unique. Perhaps one of those is the capacity to demonstrate what social scientists refer to as emotional intelligence. This capacity to connect emotionally makes human beings special, as does our capacity to strengthen this emotional connection with training.

The field of emotional intelligence may be of relatively recent origin, but social science is making up for its late start with a quick expansion of its knowledge base on the subject. Emotional intelligence as a term only dates

from the 1960s, and even then it was relatively little known. Studies on this important aspect of human intelligence really date from the 1990s, and since then there has been an explosion in scholarly research in this area. Perhaps part of the interest in this area has to do with a recognition of some of the failings of traditional concepts of intelligence.

As intelligence quotient tests (IQ tests) and other forms of standardized tests became increasingly common in schools across the Western world, many began to question how well these types of tests really capture the objective abilities of students. There was an increasing appreciation that human beings are capable of much more than solving complex mathematical or physical problems in a time frame, something that even a computer can do.

Indeed, interest in and studies of emotional intelligence have advanced just as scientific advancements in the West have advanced. As human beings break new barriers in artificial intelligence capabilities and quantum computing, men and women are forced to examine what it is that really makes them human. Perhaps one human being may be better at another when it comes to a complex calculation or problem solving, but does this sort of comparison really capture what it is that makes human beings exceptional?

In fact, this idea of human exceptionality is critical to the study of emotional intelligence, as much of the work in this growing field of social science hinges on the idea that human beings do in fact possess unique abilities that not only set us apart from other species, but which may set apart one individual human being from another. Perhaps this is the problem with traditional models of intelligence that focus on cognitive reasoning. These models perceive human beings as little different from computing

machines. One computing machine may be able to compute more rapidly than others, while one model might be more accurate. But human beings are not computing machines, are we?

The failure of traditional science fields (and the social scientists who followed traditional scientific thinking) to develop an understanding of intelligence that jibed with the realities of human behavior and human nature that people were seeing and experiencing every day left the door open for those interested in emotion to posit their own ideas on the subject. Clearly, communication and subjective emotion skills were just as important in life as pure cognitive thinking was, even if science up to the period in question (the 60s) did not admit it.

A clear observation that can be made in regard to intelligence is that success or failure in a career (or in life in general) does not hinge solely on intelligence as understood by traditional measures like intelligence testing. If you tested all of the employees in a company to determine their IQs, or even all applicants applying for the same job, you would find that IQ testing would not be a good predictor of how successful people were at endeavors that they pursued. Not to say that IQ testing has no bearing on success in life or career at all, but this quality does not capture the essential human substance that appears to be more important in predicting how people fare in their pursuits.

Certainly, there is a reason why emotional intelligence first appeared as an idea in the 1960s and increased in popularity in the 1990s. Although the time trajectory of this field will be explored in more detail in the next chapter, it is important to think about timing here, or else emotional intelligence appears to spring out of the ground out of nowhere much like Venus washing to shore in her shell. Emotional intelligence did not spring

out of nowhere. This field is the end result of a time when people were looking at the world around them and beginning to question it in real, pragmatic ways. There was an increasing exchange of ideas, an increase in open-mindedness to many new ideas, and even a dissatisfaction at traditional ways of thinking.

The 60s might be regarded as a golden age or a renaissance in social science. This reality is not necessarily due to ideas suddenly springing forth that had never sprung forth before, but perhaps society (and the fields of science and social science) were more open to new hypotheses about human behavior than they perhaps were in the past. And as every writer or researcher needs a sympathetic audience to write to, the changing social climate of the time perhaps left an open gate for scientists with the right sort of novel ideas to come in and shift the dialogue.

Emotional intelligence is just that: a shift in the dialogue, the conversation about intelligence. Some may think of the study of this subject as a paradigm shift, a fundamental change in the way people think about, talk about, and study intelligence. Most people have any idea of what the person they are speaking to means when they talk about intelligence, and it can be said that ideas of intelligence that exist now are different than what they were 50 years ago when this subject was dominated by concerns of how best to test cognitive ability.

Cognitive ability, or cognition, essentially refers to the ability to think, but it has traditionally been thought of in a problem-solving fashion. Even early attempts at artificial intelligence sought to create machines that were able to think and behave like humans purely from the standpoint of problem-solving because scientists were so fixated on traditional notions of cognition when it came to intelligence. This has all changed in the 50 years

since emotional intelligence became an area of study in the social science community.

Even science has been forced to change its perceptions of human intelligence, suggesting that studies of emotional intelligence in the 60s and since really did represent a paradigm shift in the field of intelligence. We spoke earlier about artificial intelligence. Computer scientists attempting to create computers, algorithms, or other operators (usually referred to as agents) that demonstrate human-type intellectual capacity have been forced to take emotional skills into consideration. The earliest types of artificial intelligence programs were basically designed to beat computers at games as evidence of their intelligence. Now artificial intelligence agents are designed specifically to mimic human beings in their ability to recognize emotion and display emotional sensitivity in ways that would be meaningful to human beings.

In the artificial intelligence field, these types of artificial intelligence are referred to as human-like or humanized artificial intelligence. AI itself refers to programs or machines that mimic human beings. Now, in part because of studies in artificial intelligence, it is understood that mimicking a human being means, in part, being able to demonstrate social skills and to be sensitive to feeling, just as a real human being would. Indeed, artificial intelligence that is not capable of demonstrating these types of social and emotional intelligence would no longer be considered by many in the AI field to be true artificial intelligence. Why? Because AI that is not capable of understanding emotion and demonstrating it would not be regarded as possessing true human intelligence.

The benchmark for recognizing whether or not artificial intelligence meets the standard of humanness is the so-called Turing Test. Developed by

British computer scientist and cryptographer Alan Turing in the ‘50s, the Turing Test was meant to determine if a machine with artificial intelligence could think like a human by fooling a person in conversation into thinking that it was a human. The Turing Test honed on the reality that having human intelligence was about more than merely thinking in a human or even superhuman way, but being able to understand social cues or use deception as a human would. Although the Turing Test did not focus specifically on emotion, it is interesting to note that even in these early days of computer science there was a recognition that there was more to being human than just being able to think hard and fast.

It took some time for social scientists to catch up. Although emotional intelligence began to appear as an area of rhetorical exposition and research in the 60s, it was not until the 1990s that this field took off. A work called *Frames of Mind: Theories of Multiple Intelligences* introduced the idea that there was more to intelligence (or intelligences) than merely cognitive ability. In the ’90s, *Emotional Intelligence – Why It Can Matter More Than IQ* really brought the term, hitherto the preserve of fairly esoteric social scientists, into the mainstream.

Defining Emotional Intelligence

Definitions are essential to understanding the quantities for which greater information is sought. Just as computers require data definitions to understand the data that they are expected to analyze and form predictions for, so too does the layperson seeking to learn more on a particular subject need to understand the terms. Emotional intelligence is the term that it is most important to define right out of the gate. Although emotional intelligence was often equated with empathy (and still is), there are important distinctions here that require a working definition, in order to further explore the subject. If we say that empathy is the ability to understand and share the emotions of another, then what then is emotional intelligence?

Emotional intelligence, or EI, has not been easy to define because of the recognition that many different qualities and capabilities fall under this skillset. Indeed, when the question of what the difference between EI and empathy is posed, it is perhaps simplest to state that empathy is a capability that falls under emotional intelligence while this latter term encompasses many types of skills. Indeed, the definition of EI has expanded as more study on the subject is undertaken. This has led to a better working handle on what EI is, which comes in use for social scientists and others attempting to quantify it, but it does leave the basic problem of rendering EI difficult to define in common conversation.

So what is emotional intelligence? Emotional intelligence, at its simplest, refers to the ability to recognize the emotions of oneself as well as the emotions of others, the ability to distinguish accurately and consistently between different emotions, and the ability to use emotional understanding to guide one’s choices and actions. Emotional intelligence is sometimes

abbreviated as EI, and it is also known as emotional leadership or emotional quotient (EQ) although this latter term is often thought of as a specific aspect of EI.

As the reader will see as we delve more deeply into the types of emotional intelligence, emotional understanding plays a role in many aspects of human communication and human interaction. Indeed, even non-verbal communication requires that the individuals involved have some understanding of their respective emotional states. It is also important to note that action is important to this type of intelligence. EI is a skill that is meant to be used. If one has strong abilities to understand the emotions of others and to connect with them on an emotional level, then these abilities are expected to guide one's actions, essentially causing EI to be an important part of one's decision-making process.

The nature of EI as something that most human beings have in some degree and which they use, below the surface in many cases, to guide their decisions and their interactions with others has made emotional intelligence a quality that exists somewhat between the lines. Social science perhaps ignored this type of intelligence for so long because it was assumed that it represented a natural component of human interaction and did not necessarily represent a skill that some possessed and which placed these privileged folk in a more advantageous position vis a vis those who did not possess EI in the same ample stores.

It is now recognized that not only is EI a quantity that is like other forms of intelligence in that some possess high quantities of it naturally while others are capable of improving their supply. Indeed, EI is unique among intelligence in that it can be increased with training while traditional thought about IQ perceives this quality as something fixed, perhaps even at

birth. IQ might even be something genetic. It is not difficult to see then why interest around emotional intelligence has swarmed. EI is a skill that can be honed and improved upon, leading to more fruitful encounters for all those around the person demonstrating high emotional, intellectual capacity.

If you follow the multiple intelligences theory regarding intelligence, then you recognize emotional intelligence as at least as important as other forms of intelligence, such as the traditional understanding of cognitive ability. As studies of both human beings and machines mimicking human beings have increased, it has come to be understood that human beings would not be human without their ability to understand the emotions of others and to use that knowledge to some effect. In order to better understand all that emotional intelligence entails, we can quantify it more broadly here. EI consists of:

- The capacity of men and women to recognize their own emotional state and the emotional state of others
- The capacity to distinguish between different emotions and label these emotions accurately
- The capacity to use emotional understanding as a guide for one’s cognition and actions
- The capacity to modify or manage one’s feelings in order to achieve a goal or as part of adaptation to a particular environment

A significant aspect of emotional intelligence that is not represented in the broad definition above is the ability of EI to influence and to drive leadership. Because emotional, intellectual ability and related empathy are necessary to positive social interaction and communication, EI has the capacity to be the deciding factor in turning some individuals into good

leaders. EI, therefore, becomes not only a quality that can be honed and improved upon in order to achieve one's goals, but it may actually be essential in some circumstances, such as those holding positions of leadership.

Even with a broad definition handily in our pockets, we still must recognize that there is some disagreement on which traits or abilities should be considered emotional intelligence. Indeed, some argue that emotional intelligence should focus solely on the ability to recognize one's own emotions, an ability that can be reflected in self-report. But this definition runs into problems as the capacity of self-awareness of one's own emotions does not necessarily indicate empathy, an important component of emotional intelligence. Indeed, one can be aware of one's own emotions and act on them fully while having no empathy at all.

This has led others to posit that emotional intelligence is really the ability to process emotional information, using the knowledge gained to guide one's own behavior and operate in society. Because both aspects of emotional intelligence are important to using emotion in life and leadership, this book supposes that EI really represents a healthy mix of being able to understand one's own emotions, process emotional information from other people, and to use emotions in guiding behavior.

It may help us to better understand emotional intelligence if we go beyond defining it and enter the territory of the different types of EI. This will allow the basic definition of EI to become a working definition that takes store of some of the important skills that can be thought of as representing EI, including empathy. But as part of defining EI, we need to first examine the EQ story, emotional quotient, to give the reader an idea of where this comes into play with EI and the specific skills associated with it.

EQ Versus IQ

Some may regard EQ as being more a more significant determinant of success in a given career or relationships than IQ. It is not difficult to understand why IQ would be important in a career as most men and women are expected to perform daily in their careers to some standard or to demonstrate some degree of specialized or advanced knowledge. But everyone also is required to interact with other human beings in their careers (at least most people are), and the inability of IQ to account for the human interaction component of life represents a failure of IQ as a predictor of success.

Emotional quotient, or EQ, is regarded by some as being the same as emotional intelligence, although a rigorous definition can make a small distinction. Where emotional intelligence may be regarded as a range of abilities that are important to leadership and necessary for success in life, emotional quotient specifically targets the measurement of those abilities. This is an important concept to label and capture as science generally requires that a variable that is to be studied and examined has to have a way of being measured. EQ, therefore, becomes the measurement of emotional intelligence.

In this sense, EQ is similar to IQ (intelligence quotient) as this latter term refers to the ways that traditional forms of intelligence are measured. There are many different types of IQ tests that have been developed and are actively used in the United States to measure cognitive reasoning. The picture gets murkier when one considers that EQ is often used synonymously with emotional intelligence and that the specific tests that report EQ (and thereby seek to quantify EI) have acronyms of their own.

Furthermore, many of these “EQ tests” are quite different as they are based on different models of emotional intelligence.

The model of emotional intelligence that represents the happy medium between the two other models is the so-called mixed model, which we mentioned in passing before. Recall that this is the model that conceives of EI as representing both a self-awareness of one’s own emotions and the capability to digest emotional information as part of decision making and behavior. There is more to the mixed model than this, which we will see when we explore the types of EI (as these represent the full skill set associated with the mixed model. The self-awareness part of EI is part of the so-called trait model, while the information processing and behavior component of EI is referred to as the ability model.

As different EQ tests have been designed for the three main models of EI (ability model, trait model, and mixed model), EQ has taken on a heterogeneity that perhaps is not usually associated with IQ testing. Most IQ tests are considered relatively equivalent to one another, which is not the case for EQ tests as they are based on different working models of EI. The main EQ tests are listed below (with the associated model listed afterward:

- Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) – ability model
- Swinburne University Emotional Intelligence Test (SUEIT) – trait model
- EQ-I – trait model
- Schutte EI – trait model
- Emotional Competency Inventory – mixed model
- Emotional Intelligence Appraisal – mixed model

Therefore, we can say that though EQ attempts to do the same for emotional intelligence as what IQ does for cognitive ability, EQ is less well-defined and heterogeneous than IQ because of the division of EI into three main models. Though one might suppose that EI must be something relatively consistent and having a definite shape, even in spite of its different models, and therefore that EQ tests could not be drastically different from one another given they are all attempting to measure emotion, this would not be an accurate statement. Because the trait model focuses on self-awareness, EQ tests derived from this model often rely on self-report, which is a controversial topic in the study of emotional intelligence.

EQ can be thought of as both the way that emotional intelligence is measured and as the colloquial term for EI itself. EQ is inherently different from IQ in that it attempts to quantify a more amorphous quality, in this case, emotion, and because several major EQ tests can be drastically different from one another in some cases. This is to be expected as EI is still a young field in social science terms. As emotional intelligence studies continue, it is likely that the mixed model will retain its prominent position as the model which perhaps best encapsulates the range of abilities that ought to be regarded as representing emotional capacity and which are necessary for leadership.

The Five Components of Emotional Intelligence

An understanding of the components of emotional intelligence is necessary to fully process the subject because they allow you to fully grasp what EI is so that you can hone these skills to make changes in your life. As you have already seen, EI is critical in success because of the central role that interaction and communication play in human life. Research has shown that emotional intelligence, as measured by EQ, is more important in leadership than IQ and that EI is actually twice as important as IQ in leaders.

EI will become clearer as one processes the skills that fall under the rubric of emotional intelligence. What makes this model of EI so powerful is that it recognizes the importance of one's own emotional awareness of oneself as well as the ability to use emotion in interaction, as in sympathy. This understanding of the components of EI, therefore, bridges the twin worlds of emotional intelligence: as a capacity needed to understand oneself (a trait), and as a skill needed to interact successfully with others (an ability).

Listed below are the five components of emotional intelligence. They will be explained more fully afterward.

- Self-awareness
- Self-regulation
- Motivation
- Empathy
- Social Skills

One can see immediately that emotional intelligence is, therefore, both a trait and a skill, or, perhaps, a range of traits and skills that encompass the emotional realm. This may resonate with the experience of many readers who recognize that they possess strengths in one area but perhaps lack skills

in another. This is because emotional capabilities can be present in some people natively while others are gained with age or experience. Being able to develop or hone all of the skills on the EI spectrum has been shown to be a predictor for success in leadership roles.

Self-awareness represents the ability to recognize one's own emotional state. Self-awareness is perhaps the foundation stone of emotional intelligence as the ability to be in touch with one's own feelings is necessary to be able to recognize the feelings of others and to feel sympathy or have empathy for them. This is why the trait model of EI places such emphasis on self-awareness because your interactions with others will always be somewhat stilted if you do not possess basic awareness.

Self-awareness can be deceptive, however. Being self-aware, and possessing only this type of emotional intelligence, can lead a person into the trap of acting solely based on the perception of their own emotional state. A person who is in touch with their own anger or disappointment, but not sensing the emotional state of another (or others), is at risk of acting solely based on their own emotions, and therefore selfishly, perhaps even narcissistically. Self-awareness, therefore, needs to be combined with other components of emotional intelligence for full effect.

A critical component of being sensitive to feeling and behaving in an emotionally responsible way is the ability to self-regulate. Self-regulation is an important concept in psychology, and it is a skill advocated in several different therapeutic models. Self-regulation means that the individual is able to modify or halt their emotional state if needed. Therefore a person who is angry at another may perceive correctly that their anger is unjustified or at the very least dysfunctional and may halt that emotion

altogether or adjust it into something else. Self-regulation, therefore, might be construed as the next logical progression after self-awareness.

Motivation is an important aspect of emotion not only in models of EI but even in some religions. Motivation refers to being pushed to achieve a goal for achievement's sake. This quality is important in the mixed model of EI because it represents the quality of emotionally sensitive people and leaders. Individuals who are motivated and who act with emotional sensitivity are likely to have better communication skills, better interactions with others, and more success. As with the other components of EI, motivation is a skill or trait that works in tandem with other components on the list.

For some people, empathy is the holy grail of emotional intelligence. Empathy, though often misunderstood, represents a particularly human ability that allows individuals to connect with others in a deep and meaningful way. Some people equate empathy with emotional intelligence, but as the reader can see, the relationship between the two is not so straight forward. Indeed, models of EI that focus on self-awareness seem to neglect empathy altogether. But empathy is so important in EI and human interaction that those without it are liable to live a life devoid of the pleasure that comes from connecting with another human being, powerfully.

Of course, the question with empathy becomes why some seem to have tons of it while others seem to be devoid of it completely. Indeed, the propensity for some people to have ample stores of this quality led to the creation of the term empath: someone who is liable to experience the subjective emotions of others, sometimes to their own detriment. Empathy is a subject that requires a lot of discussions, which is why there is an entire chapter of this book devoted to it. Indeed, an entire book can be written on empathy

(and many have). Another question that arises is whether empathy is truly the sole preserve of human beings. This and other aspects of the subject will be explored later.

The key to understanding the mixed model of EI, is appreciating that emotional traits that individuals possess, or skills that they acquire, are meant to be used to guide behaviors with emotional awareness. Therefore, a person who is truly emotionally intelligent does not merely understand their own emotions or simply experience another’s emotions, but they then interact with others based on that emotional sensitivity. This is the idea of social skills as a component of emotional intelligence. Social skills are enhanced by using the other four components of EI in the individual’s interactions with other people.

- Chapter 2 -

A Brief History of Emotional Intelligence

The state of emotional intelligence as an area of social science today is a result of the trajectory the field has taken since it first appeared in the 1960s. It isn't always easy to trace the path that a social scientific subject has taken, usually because aspects like when a coin was first termed or who the first person was to study the subject are often lost to history. But in the case of EI, we can weave a quilt of where this fascinating subject began and how it changed over time. Indeed, many aspects of the picture of EI that exist today are a result of its unique history.

The study of intelligence became popular in the 19th century as many minds in the Western world began to wonder what precisely it was that made humans unique. Now science tends to use the term exceptional, but at this time, little had been studied in the fields of human behavior and anthropology, or at least little had been documented. As Europeans in the West began to make contact with groups outside of their scope with increasing frequency, they began to question that the picture that they had of human beings and the human experience was still holding true.

Indeed, this period in European history was notable for the Industrial Revolution along with various other political and social movements that were changing the way men and women perceived their world. It was a time of –isms: socialism, nationalism, colonialism, militarism. Essentially, society in the West was changing in ways so drastic that many people would be unconscious of how much things had changed until after the fact. This book certainly is not intended to be a historical review of all the –isms that have influenced the social sciences, but it is important in gaining an understanding of emotional intelligence to get a sense of the antecedents.

Perhaps the single historical event that influenced the preponderance of the –isms was the French Revolution, which fundamentally changed the course of European history. No longer were the ruled expected to tolerate their lot, no matter how many centuries of tradition might be overturned. The men and women of Europe began to expect equal partnership in governance with the aristocrats and monarchs who traditionally had monopolized control structures in the institution of power.

Although these sorts of political ideas may seem peripheral to the discussion of emotional intelligence, they are not. The 19th century was a time of ideas: a period in which people began to question how they saw and

experienced the world, in part because the French Revolution had disturbed all of the power structures that had maintained life in a certain shape for centuries. Institutions like the established church, the monarchy, and the legislative arms of government had often restricted education or access to information in order to determine that ideas did not stray from certain norms.

But in the 19th century, several trends began to converge, which led to more people becoming educated, more people traveling and being exposed to foreign languages and ideas, and more questioning of the old order of things. Even the proliferation of scientific and engineering advancements represented a change: the idea that the old way of life perhaps represented oppression while the Industrial Revolution promised to open the door to a new future.

Although the studies of human pathological behavior that eventually gave rise to psychoanalysis may today be considered somewhat traditional and conservative, these early forays in the social sciences created a tradition that has lasted to the present. As close-minded as some of the early ideas in psychology and psychiatry may be, they still represent the grandfathers of modern-day social science. These early social scientists did not assume that social and religious tradition should dictate human understanding. They deeply questioned the world around them and were ready for others like them to hear their hypotheses to facilitate a sort of information exchange.

This was a time when even what we might consider basic human rights were not guaranteed. Governments commonly censored books and newspapers. A wife who ran away from her husband might be locked away in a sanatorium for the rest of her life as she was deemed a madwoman. The times seem repressive to us today, but they were more open than the

preceding centuries, and they set the stage for the types of discussions that are had today on common subjects in social science, like intelligence.

It was a man's world, and part of the way intelligence was understood reflected that. The cognitive ability that was associated with the male sex was regarded as representing intelligence while the qualities of women were often regarded as more domestic. Women were considered the fairer sex, while men were believed to be the ones capable of the intellectual work that would spur society forward (toward what, who knew?). Although the early psychologists and psychiatrists did not question these beliefs, the work they did provided an example for perhaps more open-minded social scientists to follow later.

Indeed, the early psychologists and psychiatrists seemed to support traditional beliefs about intelligence and gender rather than to question them. This in part had to do with the fact that psychiatry (and the idea of social science) was still very new in the 19th century. There had certainly been mental wards and asylums in the 18th century, but these were places where men and women were locked away rather than treated or analyzed. The newness of social science in the 19th century is evident in some of the ideas of these early scientists, some of which are part of social scientific canon and others of which are rightly regarded as archaic.

The writings of men like Sigmund Freud, though still interesting to us today, are rife with assumptions about gender and sexuality. Although an examination of where precisely these ideas come from is outside the scope of this book, it is interesting to ponder the idea that many of the basic assumptions of that time have changed. Ideas about certain people perhaps being prone to hysteria while others exhibit pathological sexual desires.

These ideas can still be found in the writings of people like Freud: the color the field today, even if most of them now dwell in the hall of disrepute.

These traditionalist ideas in social science carried on into the 19th century. Indeed, the early social scientists really were just scientists who happened to be studying areas that today, most people do not consider to be “hard science.” This idea of social science as really just a branch of science is clear in ideas about intelligence that persisted until emotional intelligence and other forms of intelligence began to be studied more actively in the 1980s and 1990s as a result of a number of important books and articles being published.

The point being, of course, that emotional intelligence represented an extremely novel idea in social science because it was born at a time when social science was perhaps beginning to distance itself from science. As social science began to recreate itself as a spectrum of fields of study that was more human or humane than other scientific fields, it stood to reason that investigators in the field would be willing to reexamine not only how science approached ideas like intelligence, but even how social science approached these ideas.

The Beginnings of Emotional Intelligence

It is believed that the term “emotional intelligence” first appeared in a paper by Michael Beldoch in 1964. It should be obvious to the reader that this was a volatile time in countries like the United States from both a social and an academic standpoint. Civil rights activists were agitating for social change and engaging in protests against the violence that was becoming increasingly commonplace in certain parts of the country. Academics in the scientific and social scientific fields wrote papers that were outright prejudiced or eschewed prejudice. It was the perfect setting for someone to pose the idea that perhaps, ideas that we did not question, like intelligence, really deserved to be questioned.

In 1964, Michael Beldoch wrote a paper entitled, “Sensitivity to the expression of emotional meaning in three modes of communication.” This paper is believed to contain the first mention of the term emotional intelligence. In 1966, another paper entitled, “Emotional intelligence and emancipation,” by Leuner mentioned the term again. Although it would take another 20 years for emotional intelligence to enter the social science lexicon, these humble beginnings at this critical time helped perhaps establish EI as an idea that was radical and in a good way.

A book by Howard Gardner in 1983 challenged the way that science approached intelligence. This book promoted a theory of multiple intelligences, where interpersonal intelligence and intrapersonal intelligence existed alongside other abilities like traditional cognition and problem-solving. Today, we might think of interpersonal intelligence and intrapersonal intelligence as being similar to self-awareness and social skills in the mixed model of emotional intelligence.

But even in 1983, emotional intelligence remained a term that was still controversial. A dissertation in 1985 mentioned the term again in the context of the study of emotion, while an article for the British Mensa Association in 1987 introduced the idea of the emotional quotient or EQ. Beginning in 1989, models for describing emotional intelligence started to appear. The first was by Greenspan in that year, while another model by Mayer and Salovey appeared in 1990. You will recall that these last two are associated with one of the major EQ tests that is still around today.

Like it or not, much of social science today is impacted by public perception of ideas. This has generally been a good thing as it has contributed to open-mindedness and cultural relativism that is often absent in other sciences. One of the more significant events in the history of emotional intelligence was the release of a book entitled, *Emotional Intelligence – Why It Can Matter More Than IQ*, which helped bring EI to the mainstream.

This book was released in 1995. Perhaps it became so popular (it was a best seller) because there was common societal disaffection with IQ tests, standardized testing in general, pathological approaches to life and living, and a convergence of other social and political trends that had been bubbling over for 40 years (if not longer). The timing of his book just seemed to be right, and ever since the interest in emotional intelligence and the description of it has been on the uptick.

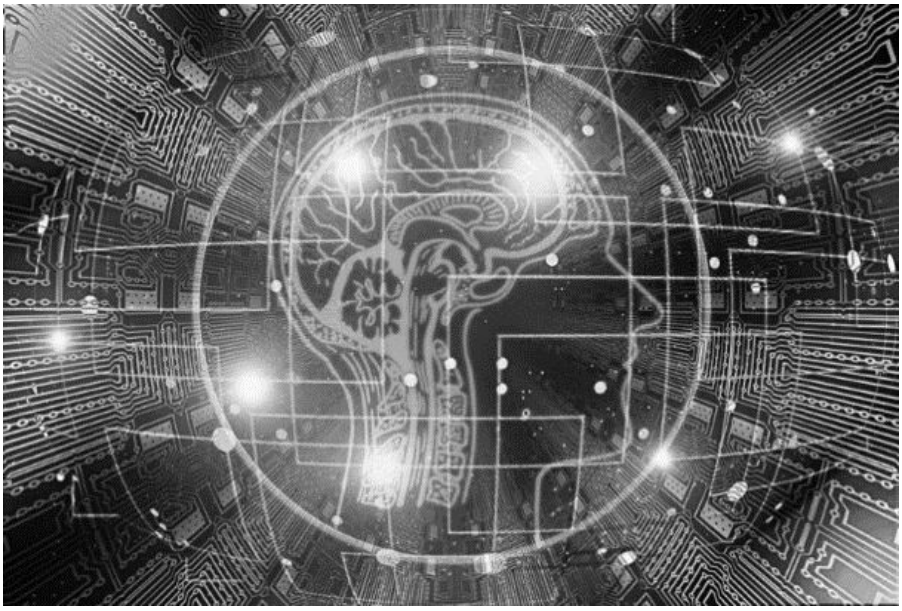
For those curious among you, we can summarize some of the big events in the history of emotional intelligence here:

- 1964: publication of Michael Beldoch's "Sensitivity to the expression of emotional meaning in three modes of communication."

- 1966: publication of Leuner's "Emotional intelligence and emancipation."
- 1983: publication of Gardner's *Frames of Mind: The Theory of Multiple Intelligences*
- 1985: Payne's dissertation, "A Study of Emotion: Developing Emotional Intelligence."
- 1989: publication of Greenspan's model of EI
- 1990: publication of Mayer and Salovey's model of EI
- 1995: publication of Daniel Goleman's *Emotional Intelligence – Why It Can Matter More Than IQ*

- *Chapter 3* -

Why Developing Emotional Intelligence Skills Is So Important



A lingering question in social science is why human beings exhibit emotion. Does emotion serve an evolutionary benefit to human beings that has led it to its persistence throughout the millennia of the existence of human beings as a species? Indeed, it has been supposed by some that not only has emotionality stuck around human beings for so long, but it may even have been intensified, finding expression in human behavior in various ways.

Of course, the related question is whether or not human beings are unique in exhibiting emotion. This is a controversial subject as science has often denied that other forms of animal life experience sadness or grief, or even are capable of feeling pain. Although today only the more traditional in the

scientific field believe that other mammals, like chimpanzees and dolphins, do not experience pain in the same way that human beings do, the significance of emotion in the animal kingdom is still a subject of ongoing debate. Studies have suggested that animals are capable of feeling at least some emotion, with evidence of apes and others grieving the loss of a group member being rather numerous.

If one takes the evidence that we have on hand in the 21st century, the ability to feel (the defining characteristic of sentient species), does seem to exist in many members of the animal kingdom. This may include the literal sensation of tactile perception, but it also includes the ability to feel emotions. Strange as it may sound, feelings, whether tactile or emotional, are all based on pathways and structures that exist in the brain. These are structures that allow us to be sentient and which distinguish us from the so-called lower forms of life that lack sentience.

So if we suppose that human beings are not alone in being able to feel, the next issue becomes what purpose feeling serves in the animal kingdom and whether this purpose is different for human beings than it is for others. Now, as human beings, we may suppose that we exhibit some important characteristics that distinguish us from other animals, but being capable of feeling is not one of them. Much research in psychology has shown that other animals, primates especially, are capable of feeling in much the way that human beings do. They exhibit fear, sadness, and happiness. They feel pain. Empathy: that is a different story and one that still needs much in the way of exploration.

If emotion is a quality that is consistent in higher orders of the animal kingdom, primates in particular, what could be some of the purposes that it serves? The assumption, naturally, is that this trait or skill persists in these

species because it serves some purpose or confers some benefit. If we focus on human beings for a moment, we can concentrate on these three main areas in our examination of the significance of emotion:

- Emotion as a tool for communication
- Emotion as something important in social skills
- Emotion expressed by non-verbal communication

The point here is to understand why emotional intelligence is so important, and the key to answering that question lies in examining how human beings use emotion. Fifty years of study of emotional intelligence permits focusing on these three areas, as these represent realms where emotional intelligence stands out for being significant. A fourth area can also be mentioned, that of emotional intelligence in leadership, but as executive abilities represent a smooth mélange of good communication and social skills (and perhaps even non-verbal communication), we can take these as together leading to some of the qualities that we associate with an effective leader.

Emotional Intelligence as a Key to Communication

Human beings are not computers. What we mean by this is that human beings engage in communication for reasons other than, well, communication. Many people find this concept difficult to understand. A study of human behavior reveals that people often do things for reasons that are different perhaps than what the surface function may appear to be. Human beings may bathe or groom themselves for reasons other than cleanliness, they may engage in sex for reasons other than procreation, and they may congregate for reasons that even the individuals congregating do not clearly understand. Examining human behavior constantly produces examples of human beings behaving for reasons that are not always obvious.

The point, of course, is to suggest that human beings often communicate for reasons other than spreading information. That is what communication is intended to do, right? It is a tool for a thought, idea, or experience to be transmitted from one member to another, or at least that seems to be the superficial reason. But human beings also communicate for reasons of bonding and connection in a social group. Indeed, as our understanding of human behavior comes to be more greatly influenced by our study of other primates, it becomes clear that communication (or talking) may sometimes have nothing to do with the words that are spoken.

If one of the main purposes of communication is a connection with one or more members of a social group, than the relevance of emotional intelligence in this setting becomes clear. Emotional intelligence skills allow men and women to bond with one another by using self-awareness, self-regulation, motivation, empathy, and social skills to better interact with one another. An individual who is sensitive to the feelings of another would

modify their behavior to facilitate better interaction. This involves using all five components of EI, and it is clear why this would be essential in communication.

Emotional intelligence as a foundation for social skills

In communication, individuals are not only expected to engage in an interchange but to be responsive to some degree to the words (and cues) that come from the other person. In other words, in communication, we do not merely fire words back and forth in rapid succession, but we use the information (often of emotional quality) that we receive from the other person to guide or progress in the communication. This makes the dividing line between “communication” and “social skills” less clear than we would perhaps like.

It is not hard to understand why communication and social skills are related. Verbal communication is one of the primary ways that human beings interact with one another in a social group. Sure, human beings are capable of congregating or uniting in other ways without words, but as our ability to formulate speech is one of our hallmarks as a species it stands to reason that this speech ability would be important in our social networks.

Emotional intelligence is important in communication, but it is also important in social skills separate from communication. Your ability as a human being to be perceptive of your own emotions as well as the emotions of another can motivate your behavior, causing you to be more or less skilled in the social arena. If you perceive that someone is sad or lonely, you may approach them or do something to make their day better. You may demonstrate kindness, compassion, or mercy to a stranger even if there is no benefit to yourself. You do this because you are using your emotional intelligence skills, directing them towards better social interactions with others.

Non-verbal Communication

Non-verbal communication is one of those areas that often gets overlooked because it is difficult to study. But the reality that non-verbal communication is important as the use of emotion is obvious. Yes, emotion and emotional sensitivity serve a clear purpose in verbal communication and social skills, but emotional awareness is also important in the communication that we do as human beings that does not involve words.

It might help to clarify just what is meant by non-verbal communication. These are the cues, gestures, and movements that give those around you an indication of what you are thinking or feeling. Indeed, it can be argued that most of the communication that human beings do is non-verbal. This is not a special characteristic of people, but a feature of primates. As non-human primates cannot speak (that we know of), most of the communication they do is in the form of facial expressions, body language, hand gestures, distance, and other things that even in human beings we would recognize as indicating emotion to some degree.

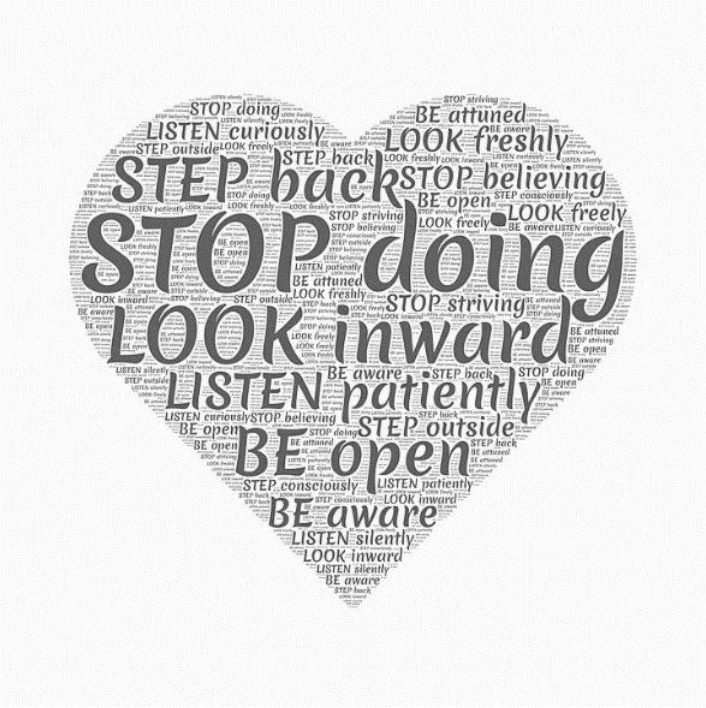
For example, if you see someone with an angry facial expression, you may choose to avoid them. If you are uninterested in speaking with someone, you might cross your arms or stand very far away from them. You might inadvertently raise your voice at someone you dislike or frown when you see them across the street. Regardless of our perception about whether these forms of non-verbal communication are “good” or “bad,” these are the sorts of things that people do. They serve to communicate to others what we think and feel.

The role of emotional intelligence here is that good EI skills require an excellent sensitivity to non-verbal cues. Recall that we mentioned that in some definitions of empathy, accuracy is a prominent part of the definition.

This is not only true of empathy but EI in general. Non-verbal cues allow you to accurately gauge someone’s emotional state. Indeed, non-verbal cues may be a more accurate indicator of an emotional state than verbal communication as these types of cues tend to be spontaneous and un-regulated, unlike words. Therefore, a person with excellent EI skills would be expected to be above average in their sensitivity to non-verbal cues. The benefits of accurately gauging emotion are obvious, a subject that will be explored further in the next chapter.

- Chapter 4 -

The Benefits of Emotional Intelligence



It may be true that life would be a lot easier if we were all the same, but it would also be pretty boring. When you look at other species, they seem to lack the heterogeneity that human beings do. The diversity present in human beings is pretty obvious, and although it is outside the scope of this book to explore why this level of difference exists, there is no question that successful application of emotional intelligence allows human beings to interact successfully with one another in spite of their differences. As far as benefits go, this is a big one, this ability to relate to someone fundamentally different from us on an emotional level, but it is not the only one.

Perhaps therein lies the great power of emotional intelligence and of emotion itself. Our ability to form an emotional connection with another using self-awareness, self-regulation, and empathy suggests that in spite of our superficial differences, as human beings, we really are not all that different. We all grieve at the loss of a loved one. We feel joy at our successes and disappointment at our defeats. We feel anger and even rage, but we are also able to feel compassion and open our hearts to forgiveness.

As in other areas of emotional intelligence, an examination of the benefits involves an appreciation of all the components of emotional intelligence. Some models of EI focus on being aware of one's own emotions or focusing on how emotion translates into behavior, but the power that EI has in human life comes from using several emotional skills together to guide action and interaction. Self-awareness, self-regulation, motivation, empathy, and social skills: these facets of EI strive together to guide human connectivity.

The benefits of emotional awareness and acting with emotional sensitivity are perhaps too many to name. For the purposes of this chapter, we will focus on the areas where EI stands out as being important in life. These areas include the following: teamwork, leadership skills, conversation skills, people skills.

Teamwork

Emotional awareness is essential for teams. Few social groupings require that all the skills necessary for interaction are honed for best use as being on a team. To work on a team, team members need to be able to interact effectively with one another, and this includes using all five of the components of emotional intelligence. Using these EI skills allows the members of the team to modify their behaviors in a way that best suits the team. A team where emotional intelligence is lacking will feature members who are acting essentially as autonomous members, using perhaps their cognitive abilities but not their emotions.

It is beneficial to any member of a team to focus on honing their EI skills not only for the benefit of the team but for personal benefit. This is what makes teams so interesting and important. A team rises and falls together. If a team is incapable of working as a cohesive unit, then the success of the team is likely to be impacted. A team where the members are cognizant of each other’s emotions, feel empathy for one another, and are motivated to work toward group success will be more successful than teams where the members do not engage in this dance. Perhaps this is the power of EI: that it allows human beings as a species to function as one, giant team.

Leadership Skills

Leadership is one of those areas of emotional intelligence that has been the most studied. This is not necessarily because EI is more important here than it is in other areas, but because there is ample evidence that suggests that improving EI skills can be enormously beneficial. Where emotional intelligence comes into play here is in the leader recognizing the emotional states of his or her staff, in having empathy for the staff, and in using emotion to guide decisions.

Employees are very sensitive to managers who treat them uncaringly or ignore their concerns. Indeed, studies suggest that half of all managers are rated poorly by their employees, and a lot of this has to do with emotional insensitivity of the management. By honing emotional intelligence skills and using it to guide decision making, a manager can instill the trust and support in staff that is necessary for running a well-oiled operation. Can a business exist without empathy? Probably. Will a business without empathy and other EI skills survive in an increasingly competitive work climate with artificial intelligence looming on the horizon? Probably not.

Conversation skills

As we have seen in our examination of the role that emotional intelligence plays in communication, when we as human beings interact with each other, it typically does not take the form of apes shouting at each other incoherently in the jungle. Human social interaction is a dance that involves the other person responding to our verbal and non-verbal cues in a way that shows that they have heard us, and they understand.

Strong emotional intelligence skills allow us to recognize the emotional states of others and to care about them. Also, self-awareness and self-regulation allow us to recognize how our own emotional states might adversely impact our interactions and to modify our emotions. This allows us to engage in a conversation where both parties are aware of the emotional subtext of the conversation and are behaving accordingly. Conversing in this way, leads to others having more favorable opinions of us and desiring to engage with us more in the future.

People Skills

All of the components of emotional intelligence as well as the benefits mentioned up to this point work together to create something called people skills. People tend to like other people who care about them, show compassion for them, and have empathy for them. This is true whether you are talking about a parent, a manager, or a friend. Using all five areas of emotional intelligence in tandem allows you to have people skills.

What are people skills? We can think of people skills as the traits or behaviors required to have fruitful and lasting relationships with others. Success in life is closely tied to the partnerships that we form, and individuals who do not put some effort into the skills needed to form these sorts of partnerships can see themselves fail where they otherwise might succeed. These needed skills are emotional intelligence skills, and the end goal of a more fulfilling life begins with training them all.

- *Chapter 5* -

The Importance of Empathy

The role of empathy in emotional intelligence cannot be overstated. In fact, empathy is often taken as an indicator of emotional intelligence. This is perhaps because empathy is a quality that many people understand, or at least believe that they do, and it can, therefore, be used as a symbol of what makes emotional intelligence, and by extension, human beings, exceptional. In this regard, empathy is a sort of mascot for emotional intelligence. But as the reader has already seen, empathy is a term that is often misused or misunderstood.

Most people recognize the utility of feeling compassion for others and the importance of tolerance. Compassion is part of recognizing someone else as being a human being with much the same feelings, pains, and joys that we ourselves experience. Tolerance perhaps comes with age and experience,

and it involves recognizing that others are different from us and that these differences are okay. But this feeling of deep compassion and tolerance, even if it has a strong emotional component, is not precisely empathy.

On the other end of the spectrum, some people have the image of a person who feels too deeply. This person is so weighted down with emotion and the deep and subjective experience of it that they are practically incapable of functioning. This person has empathy (true empathy, as will be defined shortly), but this trait is so dysfunctional for them that this is as much a curse as it is a blessing. This is the image of the empath, the person who is able to experience the emotions of others uncontrollably. Though this is empathy, this is not exactly the type of trait that we are exploring here in our examination of emotional intelligence.

Indeed, empathy, when used properly, is a trait that confers an enormous benefit to the person that wields it. As the saying goes, people may not remember what you have said to them, but they will remember how you made them feel. As the empath is able to experience the subjective emotional states of others, they are able to interact with these others with a deep emotional connection. This is key to empathy as a component of emotional intelligence. This is a trait or skill that works in conjunction with other skills to guide behavior and in so doing to facilitate human interaction.

Defining Empathy

The first step, therefore, becomes one of defining what precisely empathy is. In every science, it is important to begin by defining terms so that everyone knows just what precisely is being dealt with. This is just as true in social science as it is in the study of machine learning and artificial intelligence where computer scientists program the AI agent with data definitions. As empathy is a crucial component of EI, it is a data definition that you will have to understand well if you plan to infuse your life with emotional intelligence. As you have seen, the benefits of doing so are many.

Empathy is the capacity to feel the subjective emotions or experiences of others. A person that has empathy would not only be perceptive of when another feels sadness, or feel compassion for them in their particular emotional state, but they would actually share that state. An empathic person would feel sadness when the other feels sadness. As was touched on earlier, this is an ability that can be very moving for the person experiencing it, and therefore could have both positive and negative consequences depending on what the result of this empathetic experience is.

The key with empathy, to reiterate, is that it is used with other components of emotional intelligence like self-awareness, self-regulation, and motivation. Empathy on its own (like self-awareness, for example) can sometimes be problematic, as the example mentioned earlier with the “empath” illustrated. Empathy is also occasionally defined as consisting of three components of its own. These are accuracy, compassion, and interactions. The purpose of this type of definition is to point out that a key to true empathy is, the empathetic individual is accurate in their emotional awareness and the awareness is somehow demonstrated in an interaction.

The Difference between Empathy and Sympathy

The issue that always arises with empathy is how to distinguish it from sympathy. Earlier, we showed how an individual could feel compassion and tolerance for others. We noted that this is an important component of empathy, but that technically, empathy goes far beyond this particular experience. In fact, compassion and tolerance are hallmarks of sympathy. A sympathetic person feels compassion for others, and they show this with a sympathetic look or comforting words.

An empathetic person has compassion and is receptive enough of the other person's experiences and feelings to feel tolerance, but they are able to share that person's feelings and experiences by actually experiencing them themselves. Clearly, one individual cannot in actuality literally experience the subjective experiences of another, but the empathetic person feels so deeply that it is as if they have experienced the same things that the other has. It might be convenient to think about experiences and feelings as being subjective states of the brain modulated by brain chemistry, and the person with empathy is able to mirror the subjective state that the other experiences as dictated by their brain chemistry.

An important aspect of empathy to recall is that empathy, unlike sympathy, is not something that is shown but *had*. Certainly, human beings have ways of showing that they are making an emotional connection with someone else, that they feel compassion for them, but this is not the same as sharing the subjective experiences that someone else is living through. Empathy is something that is experienced rather than something that an individual merely understands or feels compassion for. Again, the image of the empath comes to mind. But in the context of emotional intelligence, empathy becomes a step in forming an emotional connection with other people.

How to Practice Empathy

One of the things that make emotional intelligence such an exciting field to study and read about is that it is not something static as traditional cognitive reasoning is often thought to be. Emotional intelligence abilities can be traits that one inherits, and one demonstrates from childhood, or they can be skills that one acquires and improves over time. This is true of empathy just as much as it is true of the other components of EI. Empathy skills can be improved by practicing them. Indeed, even people with minimal empathic skills can acquire them and cause them to grow with the right training.

So how does one go about practicing empathy? Practicing empathy generally requires that you channel some of the other components of emotional intelligence, even if empathy is a thing distinct and powerful. First of all, you must be motivated to have empathy in order to go about practicing. Understand that empathy can improve your ability to connect with others. Second, you must practice being perceptive of the emotions of others. Some people are totally insensitive of the feelings of others. Most human beings are able to recognize emotion. You need to focus on recognizing the emotion of others and caring about it.

Another important step in having empathy is talking about it. This may seem strange, but studies have shown that emotional sensitivity improves when people talk about it. For some people, this may include some self-talk. For example, if one of your co-workers appears upset, you may say to yourself: “Susan appears upset. Why? I wonder what is going on with her.” This talking about feeling empathy will lead to you caring about the feelings of others in ways you perhaps did not before.

Finally, the last and most important part of practicing empathy is actually feeling the emotions and experiences of others. Some experience this

naturally while to others, this may be a completely foreign concept. As you go through the steps of practicing empathy, you may find that this subjective experience of sharing another's feelings becomes easier and more natural. The steps are summarized here:

- Be motivated to have empathy for others
- Be perceptive of the feelings of others and not just your own
- Feel compassion for others (sympathy)
- Talk about the feelings of others (even if it is just to yourself)
- Practice caring about the feelings of others rather than just recognizing them

- *Chapter 6* -

Emotional Intelligence in Relationships

No man is an island, or so the expression goes. Nature did not intend for human beings to function completely removed from the concerns and troubles of others. Life might be somewhat easier if we could be an island, cut off from others and motivated solely by our own internal concerns, but for whatever reason, we were not wired this way. In fact, the reasons are clear. Human beings are a communal species and the connections that we form are necessary to life. Leaving aside the obvious concerns of procreation, the bonds that we are able to form with other human beings serve a purpose for us that sustains us and is essential for us to be happy.

Human beings exist in groups where the individuals are able to be peculiarly aware of one another and to respond to one another, creating almost an organism that is capable of constant change. Indeed, there is an important philosophical theory that posits that all life on Earth functions as a sort of organism: a creation where the individual species (and the individual members of those species) are able to perceive one another and to respond to each other in ways that are mutually beneficial for the Earth and for all life on Earth.

It is an interesting idea. In particular, this idea that life on Earth functions symbiotically addresses to ideological strains in the study of emotional intelligence: the idea of why human beings seem to be angrier and more disconnected now than ever before and the idea that emotional intelligence may be more important in the future than it is at present.

Although the study of why human beings seem to be experiencing a surge of negative emotion seemingly as a result of global forces is outside the scope of the book, the observation can be made that there does seem to be a practically universal stressor that people are being affected by. Perhaps it has to do with the monotony of modern life or disaffection with the state of affairs globally. Maybe population increases are placing demands on planetary resources and this is activating something deep within us, making us deeply unhappy and stressed.

It is difficult to say why a volatile emotion component seems to be surfacing in the world that we live in today. But relationships are the key. Even if you do not believe that all life on Earth exists as an organism that survives or fails together, it does seem to be the case that this singularity is at least true of human beings. Our ability to relate to one another, to have

empathy for one another, allows us to connect as a single unit in ways that we are only just beginning to understand.

Indeed, although we can write an entire book about how humans use empathy and how empathic skills can be improved, there is something to be said about what statement the existence of empathy makes about human beings. Our ability to have empathy with others, to have an interaction where subjective emotions and experiences are felt and shared without words suggest that human beings really are deeply symbiotic and communal. It suggests that this idea we have of individuality within us is perhaps an aspect of us that we need to understand better.

Empathy, as a standard bearer of emotional intelligence, allows us to form relationships with others and to exist communally even without words. Perhaps the stress of the modern day comes from our philosophical belief in individuality being thrown up head first against forces that are making us more communal and less individualistic. Disorder is perceived by some political philosophies as being indicative of some underlying problem in the social order. Is the problem that we are too individualistic, or is the problem that is capacity for individual expression is being eroded by global forces that are making us less communal, like a huge increase in population and interconnectivity via the internet?

The statement that we can make about emotional intelligence in relationships is that EI skills are essential to relationships. Indeed, this is an idea that has been hammered home in this book to such a degree that it should be native to you at this point. EI skills are necessary for you to be aware of your own emotions, aware of the emotions of others, able to regulate your emotions, motivated to behave with emotional intelligence, and capable of demonstrating good social skills. All of these EI components

are important in a relationship. Indeed, they are essential for an individual to maintain a good relationship.

It can also be mentioned that men and women may have a greater need for EI skills now than they did in the past. The day and age were men and women lived on isolated farms and the emotions and thoughts of others may have been removed from them, those days are long in the past. We are no longer exposed to the emotions of others naturally – by interacting with them, perceiving their emotional cues, and having empathy – but in the form of angry commentators on cable news networks, inflammatory articles on the news, ambiguous or malicious texts or emails. What these increasingly prevalent forms of communication do collectively is disturb our ability to be aware of emotion and cause us to perceive emotion perhaps inaccurately.

Therefore, for those interested in improving their relationships or forming new, beneficial ones, you should focus more on EI abilities and less on technology. Unfortunately, technology in the form of cellphones and television seems to diminish our EI skills rather than to enhance them. Also, as we have seen, these types of technology can cause us to feel negative or dysfunctional emotions which, if we have not practiced self-regulation, can cause us to engage in behaviors that sabotage relationships or are otherwise dangerous.

What you want to do is go back to the basics. Focus on having face-to-face interactions with people. Be aware of the emotional cues that you receive from them, acknowledge them, and respond by sending emotional signals of your own.

Do not allow your emotional state to be dictated by what you hear on the news and the internet. Manage your own emotions and try to maintain an

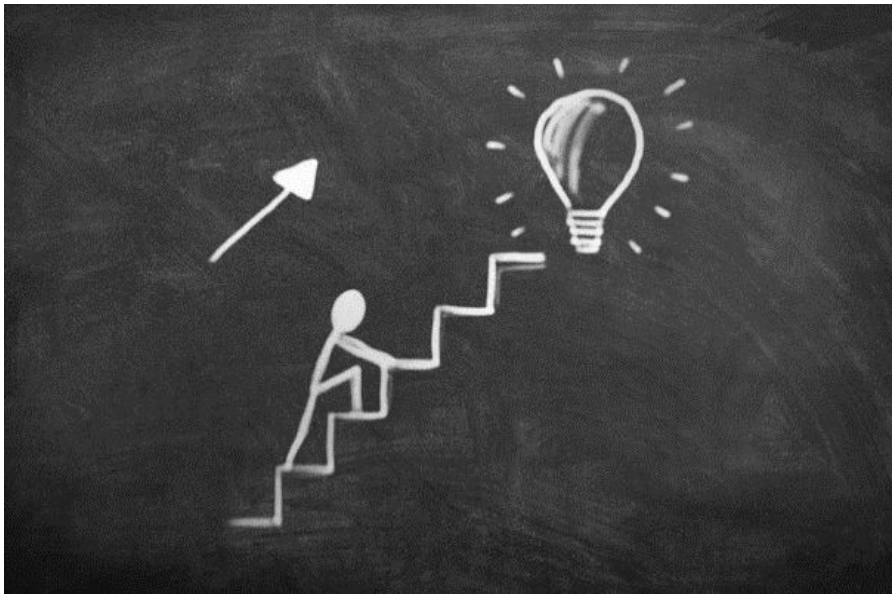
internal state of calm.

This will allow you to have positive emotions, to be able to accurately communicate your emotions to others, and to be able to accurately perceive the emotional states of others.

These skills will help you greatly improve your relationships and form powerful new ones.

- *Chapter 7* -

8 Practical Steps to Improve Your Emotional Intelligence Skills



Emotional intelligence is not a skill set that human beings possess and do not use. EI is present in human beings because we are meant to use it in our interactions with each other. We have seen how the different components of emotional intelligence work in tandem with one another to facilitate human interaction. We have also seen the various benefits that stem from human beings using their EI skills to best effect. In this chapter, we examine the eight ways that you can improve your emotional intelligence skills (and eventually your life).

Step 1: Observing How You Feel

Emotional intelligence is key to human interaction, but that interaction actually begins with you. In psychology, various therapeutic interventions focus on how human beings can modify their own dysfunctional thoughts to target the problem areas of their life. In much the same way can emotional intelligence skills be utilized to improve our interactions with others. EI focuses on emotional awareness and the most basic type of that awareness is actually self-awareness.

Begin your journey of enhancing your EI skills by making accurate assessments of your own emotional state. It seems easy enough. The feeling you feel right now seems to be happiness. The sentiment you experienced earlier you labeled as anger. But what if what you were feeling earlier was something else? What if it was frustration? What if what you are feeling now is not happiness but another feeling that is masked by a superficial happy sentiment? Just as it is important to accurately assess the emotions of others, it is also important to correctly gauge or own to use EI effectively.

Step 2: Paying Attention to How You Behave

The goal of emotional intelligence used properly is to impact the way that we behave. There would be little reason for human beings (and other animals) to evolve emotional awareness if it did not guide our actions and decision making somehow. Emotional intelligence is meant to be applied, and just as it can be applied to facilitate connecting with others (through empathy, for example), so too can it be used to change our behaviors, allowing us to have more beneficial encounters with others.

The pragmatic step for you to take here is to take notice of how you behave. It is normal for many people to behave based on their subjective emotional states, but that can cause problems. This is especially true if the emotion is one like anger or dislike that can adversely impact our interactions with other people. Therefore you have the opportunity as part of your self-awareness step to take notice of how you are feeling and make a connection with your behavior. If you are behaving out of anger or another damaging emotion, this might be an opportunity to regulate that emotion and modify your behavior.

Step 3: Managing Your Negative Emotions

Self-regulation really is key to using emotional intelligence effectively. One model of emotional intelligence focuses on the individual being conscious of their own emotions, which is certainly important as a basic type of EI that allows us to develop other EI skills. But our emotions can cause problems for us, especially if we behave solely based on our emotions and do not take into account the emotions of others. As mentioned earlier, a person who is aware solely of their own emotions is not able to have empathy as this demands an awareness of the other person's emotional state.

Self-regulation is how we modify our emotions to suit the situation. Sure, we live in a day and age where people are encouraged to claim their feelings (positive and negative) and to "live their truth" and be true to themselves, but the goal of EI is to facilitate positive interactions. You will not be able to do that if your interactions are guided by negative emotions. Take a minute to recognize your negative emotions and modify or halt them if needed. This is the key to behaving with self-regulation.

Step 4: Practicing Empathizing with Yourself and Others

Some regard empathy as the single most important component of emotional intelligence. This is mostly because empathy is a word that people are familiar with and can easily link with emotional intelligence and the benefits of practicing EI. But empathy is something that needs to be practiced. Sure, we can say that empathy is great, and that other people should have it toward ourselves, but we also need to practice empathizing with others. An interaction where both people have empathy towards one another is a particularly strong one, a human one, and we perhaps should strive toward a future where all of our interactions are like this.

How does one go about practicing empathy? As was discussed in the chapter on empathy, this is not always easy in people who notice that they have problems in this area. You can do this by beginning to pay attention to the feelings of others. Sure, you may notice the feelings of others, but if you do not care, then you will be unable to have empathy for them. Beginning to care for the feelings of everyone you meet will place you on the road toward improving your empathy skills. Once you have done that, you will see all the ways that EI begins to change your life.

Step 5: Using A Positive Style of Communication

EI should facilitate better communication between people. This type of communication is one in which the feelings of both people matter to both people. This is an interchange that grows as both individuals take stock of what the other person has conveyed through their words and what their emotions are and then uses that as a guide for further interchange. A way that we can improve our communication is by using a style of communication that focuses on positivity.

Positive communication conveys to the other person that our emotional state (and our feelings about them) are positive. This encourages the other person to, in turn, have positive feelings about us. It is obvious why this would be important in leadership roles and on teams, but this style of communication is beneficial in all interactions. Also, speaking positively usually causes people to feel positive. Therefore those negative emotions that you needed to regulate no longer need to be regulated because your positive speech has already started making you feel better.

Step 6: Creating A Positive Environment and Bouncing Back from Adversity

An assumption that is sometimes made is that people have bad things happen to them because they have done something wrong or because they deserve it on some level. Nothing can be farther from the truth. Not to challenge ideas about karma, but we all have seen that bad things can happen to good people and that good things can happen to not so good people. What someone putting EI skills to best use should be able to do is to take the negative things that have happened to them and bounce back.

The way that EI can help people to bounce back is through forming connections. Human beings are a social species, which means that success or failure often has to do with how well we are able to connect with other people. No one needs to connect with other people better than those who are down on their luck due to adversity. Use your newfound emotional awareness and empathy to have the types of interactions and form the sorts of connections that can turn your life around. EI can really help you in this regard.

Step 7: Desiring to Help Others Succeed (And Succeed Yourself)

Emotional intelligence skills are not meant to be beneficial for you alone. EI skills benefit the human species because they guide our interactions and allow us to connect in ways that are mutually beneficial. Therefore, just as honing EI skills can help you to succeed, your own EI skills can help those around you. This may be a hard sell for some people, but as human beings exist and function communally, skills that allow us to connect better on an emotional level benefit us all, even when these benefits are not always obvious.

Let us take a moment to think about empathy again. When you have empathy, not only are you helping yourself by connecting with another in a valuable way, you are also to a large degree helping the other person by giving them a human connection that may be necessary to them. We were speaking earlier about adversity. Every person goes through challenges and the person you are interacting with may need a kind word from you, a compassionate gesture, or just for you to have empathy for them. This motivation that you have to help others emotionally will benefit you and them both.

Step 8: Emotional Intelligence as a Lifetime Process (Being Motivated)

The great thing about emotional intelligence is that there is no limit on how great the EI powers of one person can be. When we think about traditional models of intelligence as measured by IQ, we often think that there is an upper limit on how "intelligent" people can be. Perhaps it is an IQ of 170 or 180, but there definitely must be a ceiling at which human beings have reached the limit of human intelligence. But there is no ceiling on emotional intelligence.

Your emotional intelligence skills can grow throughout your life, and they should. Emotional intelligence is a lifetime process. As you begin to focus on the ways that you can improve your EI skills, you will begin to see how easy it is not only o practice emotional intelligence, but to have your skills improve as you practice them more and more. It is important to stay motivated to practice EI, remembering why you embarked on this road (and bought this book) in the first place. EI is not something that can be overlooked. Your life will be less full if you ignore it. Use emotional intelligence to benefit your life. You will not regret it.

- *Chapter 8* -

7 Practical Ways to Use Emotional Intelligence to Improve Your Life

You are not reading this book because you believe that emotional intelligence plays no role in human life, and these skills serve no purpose in making your life better. You are reading because you recognize on some level that EI can be useful to you somehow. Perhaps you have EI skills, and your goal is to make them better. Perhaps you recognize that you have problems connecting with people and your goal is to try and find a way to fix that. EI can change your life, and here we focus on seven practical ways that EI can set you on the right course.

1. Self-management and Relationship Management

Many men and women experience failed relationship after failed relationship, and they don't know why. A lot of times, this is a problem with communication, which is itself an important aspect of emotional intelligence and one that will be addressed shortly. But sometimes these problems that many people have with interaction are due to an inability to regulate our emotions and our behavior. We have seen how self-awareness alone is not enough as it can lead us to act in anger, frustration, or jealousy. One important way that EI can be used to improve our lives is by regulating our thoughts (managing our emotions better) and behaviors.

Doing this does require that we be conscious of our thoughts and understand how our behaviors are related. But as we have seen repeatedly, good EI skills means that the emotions of others are just as important as our own. Indeed, an entire book can be written on how people in the present focus a lot on self-awareness and how this can lead to behaving narcissistically, but this is a story for another time. What you need to do (or what you should do) is to learn how to manage your emotion-behavior connection. If you are more conscious of how your emotions and behaviors are linked, and you learn to care more about the emotions of others, you will see the dramatic way in which your relationships are changed.

2. Putting Emotional Intelligence to Good Use in the Workplace

The workplace is a stressful environment for most people. If you experience a lot of tension while you are at work or have feelings of anxiety around going to work, then you are not alone. Join the millions (or billions) of people around the world who are in the same boat as you are. But going to work does not have to be a drag. Most people who dislike work usually do not because of the work itself, but because of the people. Bad relationships with others can sour all of our experiences.

Fortunately, emotional intelligence is all about improving our relationships with other people. Perhaps the difficult task here is learning how to be the bigger person. Sure, it may be natural to dislike someone who dislikes us or to feel anger towards someone who has displayed anger towards us, but all this mirroring of emotional states does is create a downward spiral that leads to damaged relationships. We can improve our relationships in the workplace by self-regulating our negative feelings towards other people and having empathy for people who dislike us or may have been unkind to us in the past. It may not be easy, but whoever said practicing EI was going to be, lied to you.

3. Using Emotional Intelligence as a Guide in Decision Making

If you are using emotional intelligence correctly (and are truly motivated to infuse your life with EI), then EI skills should eventually start to impact all areas of your life. This means that EI not only helps you improve things about yourself that need improving, like having empathy or learning to regulate your emotions, but EI also should start to impact your behavior in various important ways. One of the more important of those ways is the realm of decision making.

As human beings, the actions we take are closely linked to our emotional state, even if we are not always conscious of this. We do not always recognize that we decide to take this action or that, often thinking that certain courses of action are natural are inevitable. As you get stronger in your EI skills, you will come to recognize that emotional awareness and empathy can guide our decision making in powerful ways. And they do this to help us form better interactions with others. By allowing our EI to take on this role, we have made an important first step in improving our life.

4. Using Emotional Intelligence to Improve Your Communication

Like it or not, communication is an essential part of being human, whether you are talking about verbal communication or non-verbal communication. Humans are social creatures, which means that communication is not only important for us to convey information to one another, but it is also important as a way that we as humans bond with one another. Although people do communicate without awareness or sensitivity to the feelings of others, doing this usually leaves one party feeling like communication was not beneficial.

By learning to use our EI skills in communication, we improve our lives as well as the lives that those we interact with. What this means practically is being aware of the emotional state of others, feeling compassion for others, having empathy for them, and using our emotional awareness as a guide for our behavior with the other person. Therefore, when you communicate, you should not only be conscious of what communication is doing for you but what it may potentially do for the other person. This is an opportunity to show that you care, to engage in an exchange where both parties care about the other person, or to have empathy even if it is not obvious to the other person (though it often is).

5. Using Emotional Intelligence to Have Better Relationships with People

By following the communication steps that we just mentioned, you are well on your way to having better relationships with people. The idea, as we stated before, is that your interactions should be just as much about the other person as they are about you. This is not only a way of showing the other person that you care, but it also establishes an unspoken connection between the two of you as it allows emotional awareness to wiggle its way into the interaction. Therefore all the ways that you behave with emotional awareness allow you to have better relationships with other people, which will certainly set you on the course of life change.

6. Emotional Intelligence as an Important Tool for Connections in Healthcare

It may be difficult for some to immediately see the connection between EI skills and healthcare, but the industry is filled with patients who feel that their healthcare providers are insensitive to their needs or their feelings. Indeed, it is believed that many adverse healthcare outcomes can be attributed to providers who misdiagnose a patient or who do not obtain an appropriate history, and this may in part be due to the inability for providers to form effective connections with their patients.

Something as simple as expressing sympathy for a patient who is going through a trial may be enough to change the outcome for that person. This is true not only of doctors but of nurses. All in the industry can benefit from putting some effort into emotional intelligence. This will improve provider interactions with patients, which not only will improve outcomes for the patient but will provide great benefit to the provider.

7. Building Resilience with Emotional Intelligence

We spoke earlier about life being characterized by adversity. By practicing emotional intelligence skills and being sure to use them in all of our interactions, we can drastically impact the lives of others who may be experiencing hard times. But we ourselves may have our own hard times and may need to find a way to use EI for our own benefit. Emotional intelligence can help us to build resilience. EI can do this by combining self-awareness with self-regulation. By being conscious of our negative thoughts and how they impact our behaviors and interactions, we can then begin to regulate these thoughts. This is an essential part of being resilient. Practice this skill by adapting your negative thoughts into positive ones in order to improve your interactions with others, improve your ability to withstand the trials in your path, and improve your life.

- *Chapter 9* -

20 Essential Facts About Emotional Intelligence

Many books have been written about emotional intelligence, some with the goal of promoting one model over another, or of developing certain types of EI skills, like empathy, for example. The goal of this book is to educate the reader as widely on the subject of emotional intelligence with the goal of increasing their emotional awareness, motivation, empathy, and other EI skills in order to infuse their life with positive change. In understanding emotional intelligence, you will come to know how crucial having these skills is in your life. For a few of you, some of these facts may come as a surprise, but for others, they represent a confirmation of what you always supposed about EI.

Fact 1. Our emotional states are influenced by hormones in our body, so we are always experiencing emotions or susceptible to emotion even if we are unconscious of it.

Emotions are not something bad or foreign that we have to suffer under. There is a reason why human beings (and other animals) evolved to experience emotion and to be aware of them. Emotions are triggered by hormones that are released in our body, which means that what we feel is a result of complex pathways that are occurring even without us knowing about it. Because these hormones are part of our normal functioning as a human being, we are meant to be sensitive to the emotions that they control and to be aware of emotions in unique and powerful ways.

Indeed, the world of emotion still has yet to be fully understood. The idea that hormones control our emotions suggests that we, as human beings, may be capable of perceiving our own emotions and the emotions of others in ways that we do not understand yet. For example, we know that we use verbal and non-verbal cues to gauge the emotional state of others, but what if we also were able to sense the emotions of others in different ways, like being perceptive of their pheromones transmitted through the air.

The field of epigenetics studies those abilities that human beings possess because of genetics, but which may be latent for a number of reasons. We may possess abilities of emotional awareness and empathy that are latent in many people, but are developed by others. Indeed, the possibilities here are endless, and it will be interesting to see what science reveals about these abilities as time provides us with more information about emotion.

Fact 2. Awareness of one's own emotional state and the emotional state of others is key to emotional intelligence, but it is believed that only about a third of people are able to recognize their own emotions with accuracy.

One of the key ideas in empathy and emotional intelligence, in general, is this idea of accuracy. It is important that emotions are detected accurately if they are going to appropriately guide behavior or be used in empathy. Indeed, as a human being, you are not capable of having real empathy for another person if you are not detecting their emotions accurately. What you may detect as anger may actually be sadness, which will not only lead you to experience the incorrect emotion in yourself, but which may guide your behavior in an erroneous way.

This means that one of the most important skills that people can develop when it comes to emotional intelligence is accuracy. Although this may not be a specific component of emotional intelligence itself, this is a concept that underlies all of emotional intelligence because it is necessary for using emotional intelligence skills. Less than forty percent of people are able to recognize their own emotions accurately. The significance of this is clear. If men and women cannot recognize their own emotions accurately, then how are they going to identify the emotions of others successfully?

What readers can do is focus on practicing emotional accuracy. This is an important step to engage in rather than falling into the trap of assuming that the emotion that you have detected is accurate and running with it. If we look at that statistic again, what it really means is that about a third of people are actually using their EI skills appropriately as someone who is not able to accurately identify emotion is not using EI well.

Fact 3. Research has suggested that healthcare providers who practice EI skills and have higher emotional intelligence are less likely to face malpractice suits.

Emotional intelligence is important in several areas of life and in business. Healthcare is an area where emotional intelligence can really make a difference in terms of the interactions that patients have with their caregivers. This interaction is an important determinant of healthcare outcomes. If a patient feels that their healthcare provider has poor emotional intelligence, then they are more likely to experience distrust for their provider and more likely to file a malpractice suit or take another form of adverse action.

This indicates that it behooves healthcare providers to put some effort into improving their emotional intelligence skills. This effort will facilitate better interactions between healthcare providers and patients, which will benefit both the provider and the patient. The EI skills of benefit to the provider run the gamut of the five components of EI, but empathy is on that perhaps deserves special mention. As with managers and other leaders, most people in an interaction that involves a power differential are particularly sensitive to how well the other person shows sympathy and has empathy towards them. By showing sympathy and having empathy, the healthcare provider demonstrates that they are aware of what the other person is feeling and that they care deeply.

Fact 4. Not managing your emotional intelligence skills correctly can have drastic consequences. Studies have suggested that people with low EI are at increased risk of heart disease.

There are many benefits that come with developing better emotional intelligence skills, even beyond the areas that were examined previously. One of these benefits is that you may actually develop adverse health conditions if you do not put some effort into emotional intelligence. Research has suggested that people with low intelligence skills are more likely to develop a problem like heart disease. Although there is some speculation about why this is, or even if this is merely correlation rather than causation, one theory is that people who are not aware of their emotions and do a poor job of regulating them are more likely to be exposed to detrimental stress hormones like cortisol and others that can pose a risk for cardiovascular disease.

The idea here is that by accurately understanding your emotions, the emotions of others, and regulating your own emotions you are better able to dwell in a state of emotional wellness: with less anger, sadness, and frustration. Much of these negative emotions stem from inaccurate assessment of the emotions of others, or from an inability to regulate these emotions when they arise. Therefore improving EI skills represents an important step in managing emotion and improving general health.

Fact 5. People with high emotional intelligence are more likely to have a successful marital life.

People with high emotional intelligence see benefits in many different areas of their life. We have seen how emotional intelligence leads to improved communication and improved interaction with others because of better social skills overall. The benefits that come with better communication and more solid social skills include marital relations that benefit from partners who are emotionally aware and behaving with this awareness.

If you are married, then it behooves you to improve your EI skills as this will lead to a better relationship with your spouse. You will do a better job at recognizing the emotions of your partner, recognizing your own emotions, and knowing when it may be time to adapt or halt your emotions. Relationships characterized by partners with poor EI skills will be notable for insensitivity, stilted interactions, and a sense that the two individuals are growing apart. Emotional intelligence skills allow you to connect with others in a deep, compelling way, which is essential in a successful marriage.

Fact 6. Emotional intelligence is important in business. Managers are frequently rated poorly by their staff while those with EI skills are more likely to be rated highly.

Business is one of those areas where emotional intelligence is particularly important. A common problem with managers is that their employees often feel that the leaders are insensitive to their lives and their concerns, emotionally distant or cut off completely, and unable to connect with them in a meaningful way. These consistent problems with managers cause management to be rated poorly by staff. These poor ratings are detected by company leadership who attribute to this employee dissatisfaction, high staff turnover, lower projected earnings, and other problems.

This connection between a perception of low emotional intelligence in managers and poor company performance has lead business leaders to investigate how they can train their managers to be better with emotional intelligence. Many books have been written on the subject in recent years, and readers may be surprised at the simple steps that managers can utilize to connect better with their employees. Something as simple as showing

sympathy for an employee during conversation or being sensitive to employee problems while making decisions has been shown to be an effective way to use EI skills as a manager.

Empathy, in particular, is an area that managers need to work on, and it is an area that has been greatly studied. Managers that have empathy are better liked by their staff and more successful in their positions. Indeed, people that have empathy tend to be more successful in life. Managers can develop better skills with empathy by taking time to think about employee feelings and to care about them. Also, research has suggested that talking about emotion is a successful technique that managers can use to improve their EI skills, including empathy.

Fact 7. Managers responsible for hiring believe EQ to be more important than IQ, so emotional intelligence is not only important as a business leader but in hiring.

EI skills are not only important for you to have as a manager or employee in the workplace. These skills can actually impact whether or not you get a job in the first place. As human beings, we are very sensitive to the emotional states of others when we interact with them; at least we have the capacity to be. When you are interacting with another person, they are capable of recognizing the verbal and non-verbal cues that you send to gauge your emotional state. As we have seen, sometimes these non-verbal cues are so minute that you may not be conscious that you are sending them.

In the hiring process, what this means is that the person who is interviewing you is sensitive to your emotional state. It may seem to you that your emotional state is irrelevant to be hired for a job, but the hiring manager

may be deciding whether you are a happy person or an angry person, or whether you seem interested in the job or not. The hiring manager may even be gauging what you think about them personally. Therefore, controlling your emotional state during an interview, or, as we would put it, regulating your emotional state, may be the key to landing the job that you are gunning for.

Sure, you are intelligent enough to perform the job, but if you rub the hiring manager the wrong way, then it might be irrelevant how smart you are. Practicing EI skills before you get to the interview can go a long way. It may come as a surprise to some that IQ is not the be all and end all in the workplace, but if you have read this far then, this is in line with everything else that you have learned about emotional intelligence.

Fact 8. Research suggests that men and women with higher emotional intelligence earn more than people with fewer EI skills.

Here we go again with evidence that emotional intelligence seems to be more important than IQ. EI is important in getting hired for that position you desire, and studies suggest that EI skills may also be important in getting the salary that you want (and deserve). Good emotional intelligence skills allow you to interact better with the people around you, forming a deep connection with them, and that includes the person hiring you. A manager who really likes you, may decide that you deserve higher than the starting salary.

The significance of this type of connection also continues to be important as you spend more time at a company. Let us face it, human beings feel like and dislike, and if people like you, then they are more likely to do things

that demonstrate like, such as give you a promotion or a bonus. Indeed, most people have examples from their own lives where an individual who was perhaps less competent (or even had a lower IQ) was given a job or promotion over someone else simply because they were more liked.

Books, like learning how to make more friends and influence people in relationships focus on this ability of emotional intelligence to impact the outcomes of interactions, even if they do not specifically talk about EI. In other words, emotional intelligence is incredibly important in friendships, work relationships, and pretty much any other relationship that you might be interested in having. Do yourself a favor and hone those EI skills. In addition to all the other benefits that accrue, you are likely to see some financial results as well.

Fact 9. Studies of doctoral students suggest that emotional intelligence and social intelligence are more important for them in terms of success in their professional career than IQ.

It seems obvious that when it comes to education, IQ is more important than EQ, but this assumption has not been borne out by the research. It has been shown that teachers are sensitive to the emotional intelligence skills of their students and that teachers tend to give higher marks and more favorable evaluations to students with better EI skills. Cognitive reasoning has a clear place in education, but as even this setting involves interactions with other people, EI skills cannot be ignored.

Even for Ph.D. students, a group who might be expected to perhaps need some work with EI, it has been shown that strong EI skills are beneficial. Indeed, the research has demonstrated that social intelligence and emotional

intelligence are more important in their success than IQ. This is also something that makes sense if you consider the nature of academia. Ph.D. students may go on to careers as professors, and that means tenure. Sometimes the decision about who is hired for a position at a university and who gets tenure or not simply comes down to a case of having the right connections and being well-regarded by others.

Fact 10. Emotions technically are not the same as moods and feelings, although many people use these three terms interchangeably.

Emotions are regulated by hormones, even if we may believe that there is a reason why we feel one way or another. What this means is that how we feel, though it may be a part of us, is sometimes a result of other things that are going in our bodies or around us. Hormones influence our emotions, with feelings and moods developing later on. So what is this difference between emotions, feelings, and moods? The difference is really timing, with emotions happening the quickest and feelings and moods representing longer periods of time with that emotion.

It is believed that emotions can form in less than a second and that they last for about six seconds. These emotions include eight basic emotions like anger, joy, and trust. Feelings develop as we process and hold on to the emotion, essentially “feeling” it like we might feel corporeally another sensation like heat. Feelings are felt because they become more deeply processed by the brain as opposed to merely transmitted by the brain and then gone.

Moods are a more complex quality because they actually involve the integration of several different things beyond just feelings, including the

environment around us. Thinking about feelings, emotions, and moods this way may seem strange as it sorts of takes away the individuality that we associate with the subjective states that we experience. This does not mean that you are really just a network of signals being transmitted by the brain. You are still you but recognizing that what you feel can be halted or modified is important in developing emotional intelligence skills.

Fact 11. Emotions are not something irritating that we have to deal with. Emotions evolved because they enhanced our survival, in part by helping us to recognize danger, but also because they allow us to make connections with others.

It is easy to see emotions as something that can be problematic for us and many people approach the subject of emotion this way, but if you want to benefit from the study of emotional intelligence by improving your EI skills, then you need to change your outlook. Yes, emotions can weigh us down and, yes, we may have to deal with negative or problematic emotions from other people, but the cold, hard truth is that human beings evolved to be sensitive to emotion and to interact with one another based on emotion.

The question, of course, becomes why human beings evolved to be emotionally aware. Well, we can state definitively that human beings would not have evolved this tendency if it was somehow detrimental to our survival. Human beings are emotionally aware and are capable of doing many other incredible things with emotion because these skills made us better able to survive in our environments. The ability of human beings to recognize the eight basic emotions (and others) allowed us to recognize the danger and also to recognize goodwill, which would lead to a beneficial result (like procreation or survival).

The subject of EI should not be approached from the standpoint of something that you have to learn about because it is part of your management training course or because the company you work for says you have to study it because there was a complaint about another employee's low EI skills. You should learn about emotional intelligence because it is beneficial to you and those around you for you to improve your EI skills. The billions of human beings who lived and died before you did not develop these skills for no reason. It would behoove you to put some thought into it.

Fact 12. Long years of study on the subject suggest that there are eight basic emotions. Learning to identify these accurately is essential to having high emotional intelligence and enjoying the benefits that stem from that.

We all think we understand emotion, but we may find the subject a little more complex than most people realize. When we are born, we are capable of being sensitive to emotion, which is essential to our being able to form a connection with our caregivers in the form of attachment. This attachment behavior involved in human beings because it enhanced our survival. Basically, what attachment means is that infants form a connection with their parent based on the proficiency of their parent to recognize and respond to their emotional needs, which also requires that the infants themselves have some degree of emotional awareness and accuracy.

But because emotions are so complex, our skills at understanding and identifying them improve as we get older. Or at least they should. People with high emotional intelligence should get better at identifying emotion as they get older, which improves their ability to connect with others. So what

are these emotions that it is so important for people to identify as they get older? Well, the eight basic emotions are anger, anticipation, disgust, fear, joy, sadness, surprise, and trust. But even these eight emotions do not represent the full spectrum of feelings and behaviors that human beings are capable of experiencing.

In fact, researchers have come up with an interesting model that demonstrates how the eight basic emotions are related to the range of feelings that we as humans can experience and behaviors that we engage in. For example, we can feel joy at something, but this joy can lead to ecstasy, which is on the spectrum of joy, or also serenity, which is also on this spectrum. Also, our basic feeling of anger can lead to us feeling and acting in rage or, instead, feeling annoyance. What this spectrum understanding of emotion does is help us to understand how emotions can vary in intensity and be related to other emotions. Indeed, some may not regard annoyance as being related to anger or trust being related to admiration, but looking at emotion this way allows us to understand these sorts of connections.

Fact 13. Understanding emotional intelligence allows us not only to use our native abilities for problem-solving and thinking but to interact better in social groups and understand ourselves and others.

It is not hard to understand why IQ is important in life. On the surface, people with a high IQ should do better in school. It should be easier for them to score highly on tests in the classroom, and standardized tests later on when they are trying to get into university or graduate school. IQ is often thought of as measuring a type of native cognitive ability that men and women can put to use in various different areas of their life, including the workplace (with this, of course, being the most obvious example).

But cognitive ability, as measured by IQ, is not the only native ability that men and women can put to use to improve their lives. Indeed, it may not even be the most important cognitive ability. As we have seen, EI is believed to be at least as important as IQ in terms of getting hired for a job and having success in your career. Perhaps the power of EI lies in being able to use this skillset in interacting more effectively in groups by using your social skills, and in being better aware of emotions, just to a name a few areas. By combining native abilities in emotional intelligence (which we can improve by honing them) with natural skills in cognitive areas, we can achieve heights of success that we perhaps never thought possible.

Fact 14. Although the term emotional intelligence did not enter common parlance until Mayer and Salovey published their model of EI in 1990, the concept of EI dates all the way back to 1964.

The pioneering work of Mayer and Salovey in the 1980s and 1990s was one of the big milestones in the field that helped make the ’90s the decade where emotional intelligence really took off, but the subject had been around for some time before that. The idea of emotional intelligence really dates from an important work in 1964, which was the first of a series of articles and books that promoted the idea that there was more to intelligence than was then believed.

Now we understand that there are in fact multiple intelligences, of which cognitive ability, which was traditionally construed as intelligence, was just one. It seems strange now that only 50 years ago people did not understand that there was more to human intelligence and success than what IQ was capable of measuring, but many studies since then have made this initial suspicion a reality. It seems obvious that emotion is key to human life and

that people who are more aware of it and best able to use it would be more successful than people who are not. Emotional intelligence has truly blossomed in the last 50 years, and we have Michael Beldoch and others to thank for that.

Fact 15. How we perceive the emotions of others and manage our own are big predictors of happiness in life and life outcome.

The goal of many people is to live a happy life. Most people do want to achieve success in their careers, their relationships, and whatever other personal accomplishments or endeavors are important to them, but when all is said and done what most people want is to be happy. Happiness can come from success in life, but it can also stem from other aspects of life, like having strong, stable relationships with others, and being able to form fruitful connections with them.

This is really what it means to be a human being. Humans are not computers with brains that are capable solely of computation and little else. Our brains are capable of feeling in remarkable ways, allowing us to develop a type of intelligence that is just as alarming as the types of cognition measured by IQ tests. We can use our brains to perceive the emotions of others and to understand our own feelings and moods. We do this not because we have nothing better to do, but because this capacity to feel is a predictor of the happiness that we can imbue our lives with.

Fact 16. The way that we interact with other people determines how they interact with us. This is all part of the interconnectivity that is a normal part of being human.

Interaction with other people is all part of being a functional human being. If some people did not become hermits, then the term “hermit” would not exist, but it is clear that human beings are not wired to live and function in this way. We are capable of being moved by the emotions of others as a part of empathy, which suggests that human beings are not intended by nature to be alone, but to live with others.

This interaction with others is really just that: an interchange. We communicate how we feel with words and gestures to others, and they communicate back to us based on what we have transmitted to them. This is what human interconnectivity means, and it all stems from using the skills on the emotional intelligence spectrum together.

Fact 17. Emotional intelligence skills begin to improve as early as childhood as children learn to get better at distinguishing emotions. Children can even learn and unlearn emotions.

Human beings are born with some measure of emotional sensitivity. The emotional intelligence traits that we possess at birth are necessary for human interaction and they are part of our legacy as human beings. Children with these native emotional intelligence traits begin improving them at a young age as they interact with other people around them. Indeed, men and women who lack these interactions can go on to develop EI problems later in life. Also, difficulties in successful interactions are characteristic of autistic spectrum disorders. Therefore, in childhood begins the process of honing emotional intelligence skills: a lifelong journey that allows for a lifetime of beneficial relationships and interactions.

Fact 18. Emotions are believed to be contagious through a phenomenon known as limbic resonance.

The idea that hormones play a role in emotion (an essential one) is an idea that has been explored in this book. The concept of limbic resonance takes this idea a step further by identifying a part of the brain that may be responsible for the deep connections that we, as human beings, form with one another. This region is called the limbic system, and some researchers believe that a pathway mediated by norepinephrine is essential in our capacity to have empathy for other people. Another pathway mediated by dopamine is responsible for fear, anger, and anxiety.

Fact 19. Emotional intelligence skills can be improved by practicing them until the behaviors become natural for us.

One of the most important ideas of this book is that poor emotional intelligence is not something that people have to be stuck with. No matter what your EQ says about you, you will always have the capacity to change and improve your emotional intelligence by virtue of being a human being. The way that we, as people, can change our emotional intelligence is by practicing these skills until they become natural to us. This is one of the tips that EI trainers give to managers who are trying to improve their EQ. If you practice caring about people, if you practice being aware of your emotions and managing them, eventually all this will become second nature.

Fact 20. Men and women are believed to have equal potential for developing emotional intelligence, but skills are believed to change in

adulthood. Men are stronger in self-regulation, while women are better at social skills and empathy.

There are many assumptions made about emotion, which is part of the reason why emotion was perhaps ignored by the scientific community. Emotions were seen as a side of human beings that hindered our ability to be intelligent and to accomplish the goals of our intelligence. Of course, we no understand that emotions are an essential part of the intelligence that we as humans, can develop and benefit from.

In the past, many people believed that women were more guided by their emotions than men, while men tended to be less emotionally aware. As time has gone on and the scientific community has embraced emotional studies rather than shy away from the idea our perceptions on emotion in the respective genders have changed. Now it is believed that women may have better skills with empathy and at using their emotional skills in their behavior while men are better at self-regulation.

It is not yet clearly understood why these sex differences exist. It may be that hormones that men and women develop after birth cause them to process emotion differently. What is known is that emotional intelligence traits are similar at birth and that the capacity to improve these abilities is present in both sexes. What this means for you is that your capacity to develop emotional intelligence is not influenced by your sex, nor are you at a particular disadvantage when it comes to EI because of your sex.

Frequently Asked Questions

1. **Why is emotional intelligence receiving so much attention?**

For many people, it is clear that classical concepts of definition did not seem to fit their subjective experience of being human. Science can invent highly sophisticated forms of IQ tests that can recognize fine differences in cognitive ability, but that does not necessarily make a statement about the ability of an individual to be successful in a career, in a relationship, or life in general. Studies of emotional intelligence emerged in part because of dissatisfaction with the way that concepts of intelligence (and the associated IQ tests) seemed to fail at capturing what makes people human. As IQ testing became more common in schools and was used to make educational decisions, a search for another way of understanding intelligence, a more accurate way, was needed and thus was the study of emotional intelligence born in the 1960s.

2. **What is emotional intelligence?**

Emotional intelligence can be tricky to define because different models of EI define this quality differently. This book follows the mixed model of EI, which sees emotional intelligence as

encompassing a particularly important range of abilities. These abilities include the following: (1) the capacity of men and women to recognize their own emotional state and the emotional state of others, (2) the capacity to distinguish between different emotions and label these emotions accurately, (3) the capacity to use emotional understanding as a guide for one's cognition and actions, (4) the capacity to modify or manage one's feelings in order to achieve a goal or as part of adaptation to a particular environment.

One model of EI focuses on self-awareness as representative of EI while another pays attention to recognizing emotion in general and acting on this recognition. The mixed model appreciates the relationship that exists between being self-aware, recognizing the emotions of others, and using emotion as a guide for behavior.

3. What is the difference between emotional intelligence and traditional intelligence?

Emotional intelligence emerged at a time when the only understanding of intelligence is what we may think of as traditional intelligence. Now there is the idea of multiple intelligences of which emotional intelligence was one, but 50 years ago the only type of intelligence that science believed in was cognitive ability: the problem solving, spatial reasoning, and related computational skills that are measured by IQ tests.

Now it is understood in many quarters that this concept of cognition as the only type of intelligence is not perhaps accurate as it does not encompass the full range of human abilities and human behaviors. If all human beings did was compute, then we would be a little different from computers with organs. Human beings are from that, and a lot of that has to do with our experience of having feelings and connecting with others through emotion. Emotional intelligence, therefore, is thought by many to exist alongside other forms of intelligence as part of a human skill set necessary for life.

4. How is emotional intelligence measured?

Emotional intelligence is measured by EQ, emotional quotient. There are several major EQ tests, which represent ways of measuring emotional ability in the three different models of EI.

5. What is the relationship between emotional intelligence and empathy?

Many people equate emotional intelligence with empathy. Although this is not completely accurate, it does help some people understand what EI is especially in the context of multiple definitions and understandings of EI. Properly, empathy is one of the components of emotional intelligence, along with self-awareness, self-regulation, motivation, and social skills. The key to understanding EI is the ability to recognize that these

components work in tandem to some degree. So someone who has skills in one component of EI may still come across as lacking EI if they are deficient in another area. Therefore, though empathy may help some to understand EI, the reality is that possession of empathy alone would not be sufficient to successfully display and benefit from EI.

6. Are empathy and sympathy the same thing?

Sympathy is oft confused with empathy. The capability of having compassion for others and showing tolerance of them is technically sympathy. Empathy is the ability to feel and share the subjective emotions and experiences of another person. Empathy becomes confused as some definitions of it include compassion as part of the definition. It may be helpful to think of sympathy as being a part of empathy (particularly in the feeling of compassion), but recognizing that empathy extends beyond sympathy to involve the sharing of subjective experience rather than simply feeling compassion for it.

7. Is emotional intelligence acquired in a different way from other forms of intelligence?

The study of intelligence is a field with many theories. Some people believe that intelligence is something that is inherited and that behaviors that are undertaken in life may impact knowledge but would not actually change intelligence. What makes

emotional intelligence unique is the recognition that human beings are both born with emotional intelligence to some degree and are capable of acquiring EI throughout their lives.

For some people, this peculiar aspect of EI (that it is both native and learned) is encapsulated in the idea of traits and skills. Men and women may be born with EI traits and may acquire EI skills over time. This certainly is semantics, but it underscores the idea that emotional intelligence can be acquired, making EI something different from some other forms of intelligence like these, as understood today.

8. Can emotional intelligence skills be learned and improved?

The power of EI is that it is not static; at least it doesn't have to be. Emotional intelligence skills can be improved with a thoughtful examination and training. Most people have some skills with emotional intelligence, even if this may not be clear to those interacting with them. For example, most humans are aware to some extent of their own emotions and are able to recognize the emotions of otherwise. Where problems come into play is whether or not this awareness is used to guide behaviors and interactions that follow.

9. What is EQ and is it different from IQ?

EQ is sometimes used synonymously with emotional intelligence (EI), but it actually represents a unique aspect of EI. EQ, or emotional quotient, technically is the measurement of EI, which means that EI is the quality that one is trying to measure, and EQ is how you measure it. The state of affairs with EQ and EI is similar to the situation with IQ and intelligence. IQ (intelligence quotient) is not intelligence, just how intelligence is quantified, although, in common parlance, people often say IQ when they are referring to intelligence.

EQ is different from IQ because emotional intelligence is somewhat more heterogeneous than traditional ideas of intelligence as measured by EQ. Indeed, there is not a consensus on how EI should be defined, which results in a situation where each model of emotional intelligence has its own barrage of EQ tests to measure it. Therefore, though EQ is emotional intelligence's version of IQ, EQ tests can be drastically different from one another because of different beliefs of what EI is and how it can be measured.

10. Why do human beings demonstrate empathy?

Human beings are an exceptional species, even if we seem not to be doing such a great job with the planet we happen to be living on at the moment. As part of our exceptionality, human beings are able to form deep connections with one another. One of the ways that we do that is by having empathy for one another. If you believe in evolution, then empathy may have developed because

it enhanced our survival somehow. Perhaps those ancestors of ours who developed empathy were able to form stronger and more effective social groupings than those who did not. Whatever the case may be, the benefits to humans of empathy are clear, and this trait does not appear to be going anywhere anytime soon.

11. Is there a reason why some people seem to lack skills in emotional intelligence?

What is interesting about emotional intelligence is that it strikes a medium between those skills that might be native to us and those which may be acquired throughout life. Some people are born with great self-awareness, empathy, or self-regulation. Some others may be relatively deficient in these areas and may have to learn and practice them over time. Indeed, there are probably not a lot of people who excel in all components of emotional intelligence. Most people will be lacking in some areas and will require some effort to improve.

It is not easy to state exactly why some people seem to lack EI skills, while others seem not to. The reality is that most people have skills in one of the five areas of emotional intelligence, but because they may lack skills in other components, they come across as lacking EI. For example, someone may have empathy, but they may lack social skills, so their interactions are unsuccessful. As another example, someone may have self-awareness but may lack self-regulation and empathy. Successful

EI requires that men and women have some level of proficiency in all areas of EI.

12. What is the role of non-verbal communication in emotional intelligence?

Non-verbal communication is very important in emotional intelligence. Because EI involves being able to recognize emotion accurately, any cue that is an indicator of emotion will necessarily be important in emotional awareness. The reality is that human beings used non-verbal cues to communicate. This is just as true of our primate cousins as it is of us. Non-verbal cues like facial expression, body language, hand position, distance, and the like all indicate our emotional state as well as our willingness to engage with others. Other people use these non-verbal cues to gauge what we are thinking and how we feel about them, so it is in the interest of every person trying to hone emotional intelligence skills to pay attention to those things that are expressed but not actually said.

13. How can developing emotional intelligence skills improve my life?

Emotional intelligence skills are critical to leadership. Indeed, the mixed model of EI defines this quality as a skillset needed by leaders. Leaving aside the executive functions of EI, emotional intelligence also enhances social interaction by improving the

abilities of human beings to communicate with each other. This is one of the advantages that emotional intelligence has over traditional understandings of intelligence. Traditional models of intelligence ignore human communication and interaction, an oversight that causes IQ to often be a poor indicator of success. By honing your abilities to recognize emotion and modify your behavior accordingly, you can certainly improve your quality of life.

14. Do I need to develop emotional intelligence skills in order to have a successful life?

Emotional intelligence is not a skill set that men and women should ignore. This spectrum of traits and skills is not something that scientists invented fifty years ago. Studies in EI have attempted to quantify those aspects of humanness that have long been obvious to anyone who was paying attention. Human beings are social animals, which means that skills that facilitate social interaction or lead to better social interaction are critical to being successful as a human being. Even if emotional intelligence is something that you are unfamiliar with and only just now learning about, the evidence suggests that developing EI skills can make the difference in living a life filled with the success that comes from fruitful social interaction.

15. Is emotional intelligence as important as other forms of intelligence?

Emotional intelligence has been studied so actively for the past three decades because its supporters believe that it is just as important as other forms of intelligence, namely cognitive reasoning that is tested with IQ tests. Emotional intelligence is believed to be at least as important as other forms of intelligence because it has been shown to be a primary quality that leaders must have in order to be successful in their roles. Indeed, studies suggest that emotional intelligence, as measured by EQ, is twice as important as EQ in terms of success as a leader.

16. What does artificial intelligence have to do with emotional intelligence?

Technically, nothing, but the manner in which artificial intelligence research and advancements have taken stock of EQ, empathy, and other aspects of emotional intelligence shows that perceptions of the role that feeling has in human ability and human interaction have changed. In the past, intelligence was thought of in terms of pure computational ability or cognition where skills like problem-solving were emphasized. Intelligence and the study of it really had no understanding of the importance of emotion until the 60s and later, when research in emotional intelligence brought these ideas to the forefront.

Now artificial intelligence is expected to understand and demonstrate emotion as a human being would. Artificial

intelligence agents are programmed to ask the person they are interacting with how they are and to express emotions (like dismay or sadness) based on the response that they received. This change has occurred because computer scientists and other AI researchers recognize that emotional intelligence and social intelligence as critical aspects of functioning as a human being. As most people who are interacting with AI agents expect the program to behave as a human would, AI advancements have now to focus on humanizing their AI so that it meets a certain standard of humanness.

What this change in this highly computational, scientific field does is recognize that emotion is an essential part of being human. A human being would know that they are dealing with a machine if the other they are interacting with did not express some sensitivity to their emotional state. What this means for the AI of the future is that computer scientists and researchers have to focus on how they can program AI so that it can demonstrate emotion better and learn from its experiences as part of the AI's machine learning capabilities.

17. How does one go about practicing empathy?

The key to empathy is to practice it. This allows individuals with native skills to improve upon them while those without them can develop them over time. Some helpful steps to practicing empathy are: (1) be motivated to have empathy for others, (2) be perceptive of the feelings of others and not just your own, (3) feel

compassion for others, (4) talk about the feelings of others, even if it is just talking to yourself, (5) practice caring about the feelings of others rather than just recognizing them.

18. What are some important dates in the history of emotional intelligence?

1964: publication of Michael Beldoch's "Sensitivity to the expression of emotional meaning in three modes of communication."

1966: publication of Leuner's "Emotional intelligence and emancipation."

1983: publication of Gardner's *Frames of Mind: The Theory of Multiple Intelligences*

1985: Payne's dissertation, "A Study of Emotion: Developing Emotional Intelligence."

1989: publication of Greenspan's model of EI

1990: publication of Mayer and Salovey's model of EI

1995: publication of Daniel Goleman's *Emotional Intelligence – Why It Can Matter More Than IQ*

19. What is limbic resonance?

Some researchers believe that there is a pathway in the brain that is responsible for our ability as human beings to have empathy.

The concept of limbic resonance identifies a part of the brain that may be responsible for the deep connections that we, as human beings form with others. The limbic system, as this region is called, is the region associated with deep emotions like fear, and with EI skills like empathy. Some researchers believe that a pathway mediated by norepinephrine is critical in our ability to have empathy for other people. A dopamine pathway may be responsible for the emotions of anxiety, fear, and anger.

Conclusion

An understanding of emotional intelligence can drastically improve your life. An awareness of the skill spectrum that emotional intelligence represents is the first step in imbuing your life with the benefits that come with emotional intelligence. The first step of emotional intelligence comes with recognizing it as the capacity to be aware of our emotions and the emotions of others, the ability to manage our emotions and have empathy, and the capacity to use emotions to guide our behaviors. A working definition of emotional intelligence can also be developed by thinking of it in terms of the abilities of self-awareness, self-regulation, empathy, motivation, and social skills.

Emotional intelligence has walked a long road from being essentially unheard of in the 1960s to being all over the internet today. From its humble beginnings, EI has grown in significance to the point where it is considered a fundamental type of intelligence today, and even a quality that computer scientists are attempting to program artificial intelligence with. Although much of how we understand EI today comes from pioneering work in the 1990s, we can date the study of this subject all the way back to 1964 when the first treatise on the topic was published.

Despite all of the seminal work that has been done in emotional intelligence, some people still need some convincing as far as why studying EI (and practicing it) is important in their lives. EI skills have been shown to be important in business, healthcare, communication, and relationships, just to name a few areas. Emotional intelligence represents a spectrum of

abilities that permits human beings to form deep bonds with one another, connections that are distinctly connected with happiness and personal success.

The benefits of honing emotional intelligence skills are many. These skills are essential for men and women working on teams, for those in leadership roles, in conversation, and for interaction in a social group. Fortunately, much research has been done on how EI skills can lead to dramatic life skills. Those with high EI do better in school, are more likely to be hired for a job, are paid better than those with low EI, and are rated highly by their employees.

Empathy is an area of emotional intelligence that has received a lot of attention, both as an indicator of overall EI skills and as a topic of study separate from EI. Some people equate empathy with emotional intelligence, although the relationship is, in fact, not so straight forward. Empathy works in concert with other emotional intelligence competencies to allow people to be interconnected and to enjoy the benefits of that. Empathy has been well-studied in the area of leadership. The studies suggest that this is a skill that employees consider essential in company leadership, but which most managers lack.

It almost goes without saying that emotional intelligence is important in relationships, especially considering the fact that EI is a component of normal human communication and social interaction. Relationships, where one or more partners have poor EI skills, may be inclined to fail. On the other hand, a partner motivated to improve their relationship can improve the character of their union dramatically, by practicing behaving with emotional intelligence.

EI skills can be improved with practice, making emotional intelligence a skill set that you do not have to be stuck with. We are all born with some emotional intelligence traits by dent of our humanity, and we can improve these by training. Learning about emotional intelligence is the first step to being more emotionally intelligent. Occupying the middle ground is practicing behaving with emotional intelligence. As you practice skills like self-awareness, self-regulation, and empathy, you will find behaving with emotional sensitivity becomes as natural as breathing.